

Meeting of the Nomination Committee
2pm on Wednesday 21 November 2015 in
1B16, Technopark, London SE1

Agenda

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest		Chair
3.	Minutes of the last meetings (to note)		Chair
4.	Independent Governor applications (to discuss)	N.01(15)	Chair
5.	Any other business		Chair
6.	Date of next meeting – to be arranged		Chair

Members: Jerry Cope (Chair), Andrew Owen (Vice Chair), Prof David Phoenix (Vice Chancellor), Steve Balmont and Hilary McCallion.

Apologies: Shachi Blakemore

With: University Secretary and Governance Manager.

Minutes of a Meeting of the Nomination Committee
held at 9am on Friday 9 January 2015
in room 1B05, Technopark, London, SE1

Present:

David Longbottom (Chair)
Jerry Cope
Mee Ling Ng
Prof David Phoenix (Vice Chancellor)

Welcome and apologies

1. The Chairman welcomed Jerry Cope and Mee Ling Ng to their first meeting of the committee.

Candidate for Independent Governor vacancy

2. Having regard to the current composition of the Board of Governors and after due consideration, the Committee agreed to recommend to the Appointments Committee that Carol Hui be appointed to serve a term of four years. The Committee's recommendation would be made to a meeting of the Appointments Committee to be held on 12 February 2015.

There being no further business, the Chairman closed the meeting.

Confirmed as a true record:

..... (Chairman)

Minutes of a Meeting of the Nomination Committee
held at 3pm on Tuesday 28 January 2015
in room V401, K2, London, SE1

Present:

David Longbottom (Chair)
Jerry Cope
Prof David Phoenix (Vice Chancellor)

Apologies

Mee Ling Ng

Candidate for Independent Governor vacancy

1. Having regard to the current composition of the Board of Governors and after due consideration, the Committee agreed to recommend to the Appointments Committee that Kevin McGrath be appointed to serve a term of four years. The Committee's recommendation would be made to a meeting of the Appointments Committee to be held on 12 February 2015.

There being no further business, the Chairman closed the meeting.

Confirmed as a true record:

..... (Chairman)

Minutes of a Meeting of the Nomination Committee
held at 2pm on Tuesday 3 February 2015
in room 1B16, Technopark, London, SE1

Present:

David Longbottom (Chair)
Jerry Cope
Prof David Phoenix (Vice Chancellor)

Apologies

Mee Ling Ng

Candidate for Independent Governor vacancy

1. Having regard to the current composition of the Board of Governors and after due consideration, the Committee agreed to recommend to the Appointments Committee that Shachi Blakemore be appointed to serve a term of four years. The Committee's recommendation would be made to a meeting of the Appointments Committee to be held on 12 February 2015.

Re-appointment of independent governors

2. The committee noted that the first terms of office independent governors, James Smith and Douglas Denham St Pinnock were due to expire on 31 July 2015. After careful consideration, the committee recommended to the Appointments Committee that they both are re-appointed for second terms of four years to 31 July 2019.

Secretary's note: the Appointments Committee of 12 February 2015 agreed that governors' terms should be four years from appointment date and not tied into the end of the academic year as has been the practice (paper AP.01(15) refers). Therefore, both Mr Denham St Pinnock and Mr Smith were given revised first terms ending on 22 February 2016 and 31 April 2016 respectively.

The Appointments Committee approved the re-appointment of Mr Denham St Pinnock and Mr Smith for a second term. Mr Smith subsequently informed the Chairman of his intention to stand down at the end of his current term.

There being no further business, the Chairman closed the meeting.

Confirmed as a true record:

London South Bank
University

..... (Chairman)

	PAPER NO: N.01(15)	
Paper title:	Independent Governor applications	
Date:	21 October 2015	
Board/Committee:	Nomination Committee	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Jerry Cope, Chair of the Board	
Purpose:	To select independent governor candidates for interview	
Recommendation:	That the committee consider the applications for independent governor. Candidates recommended for interview by the Chairman are listed in category 1.	
Aspect of the Corporate Plan to which this will help deliver?	Board effectiveness	
Matter previously considered by:	N/A	On:
Further approval required?	Appointments Committee	On: tbc

Summary

There are currently two vacancies for independent governors. The vacancies have been advertised in the Sunday Times online and the Guardian online. Fourteen applications were received. The Chairman has reviewed the applications and has agreed the categorisation of the applicants.

The committee is requested to review the applications and agree which candidates should be invited for interview.

The following information is included:

- Role description and advert for independent governor
- Applications:
 - Category 1 – recommendation: interview
 - Category 2 – recommendation: for discussion by Nomination Committee

- Category 3 – recommendation: do not meet criteria
- Draft plan and timetable for recruitment
- Independent governor skills matrix and Board diversity statistics
- Scoring matrix

Role Description for Independent Governor September 2015

The University

London South Bank University has over one hundred years of experience of providing high quality education for all types of students. Founded in 1892 as the Borough Polytechnic, it merged in 1970 with four other colleges to become South Bank Polytechnic and was granted University status in 1992. In 2003 it adopted the name London South Bank University. The University is a dynamic institution, internationally renowned for the vocational nature of its courses. It has a diverse multi-cultural population of around 18,000 students, of which 10% are international students, and some 2000 academic, professional service and support staff.

Situated close to Waterloo and London Bridge stations, London South Bank's main campus at Elephant and Castle in historic Southwark, is at the hub of local transport only minutes away from the professional, social and cultural facilities of central London and the arts centres on the South Bank.

Academic Structure

The University has seven schools of study:

- Applied Science
- Arts & Creative Industries
- Built Environment & Architecture
- Business
- Engineering
- Health & Social Care
- Law & Social Science

Teaching and the main administration is conducted at the Southwark Campus for all courses, except the professional courses in nursing, midwifery, health and social care, which are also offered at Havering.

Management Structure

The Chief Executive of London South Bank University is the Vice Chancellor who is supported by an Executive Team consisting of a Deputy Vice-Chancellor, two Pro Vice-Chancellors, Executive Director of HR, Chief Operating Officer, Chief Finance Officer, and the University Secretary.

The Executive provides support to the Vice Chancellor in the execution of his responsibilities. The Executive develops strategic proposals to the Board and is responsible for delivery of the medium term strategy.

Academic Facilities

The Perry Library at the Southwark Campus houses over 400,000 books and provides access to over 12,000 journals in print and online. As well as staying open till midnight during term, members of the University can access its electronic resources via the internet. The Learning Resources Centre provides over 400 personal computers on open access (also until midnight) together with training, help, and advice. There are also libraries and IT provision at the health campuses.

Leisure and Entertainment

The new Student Centre is home to a range of activities and support for students including the Students' Union which supports numerous societies ranging from cultural, such as African, Asian and Chinese, to the mainly social societies such as the D-Zone groups for those into dance music. An Athletic Union works within a central University Sports Academy, with a gym, fitness centre and sports hall located at the London Road building.

Accommodation and Student Welfare

Around 1,200 hall places are available close to the main campus at Southwark, with many rooms having en-suite facilities. The University guarantees accommodation to international students and gives priority to first and final year undergraduates.

Role description for independent governor

Main duties and responsibilities

The Board of Governors

The Board of Governors is the University's governing body. The core responsibilities of the Board are:

- a) the effective stewardship of the University to secure its sustainability over the medium and long term;
- b) safeguarding the mission of the University and the services it provides for the public benefit;
- c) securing the proper and effective use of public funds and accounting to stakeholders and society for institutional performance.

The Board as a whole is collectively responsible for promoting the success of the University by leading and supervising its affairs. The Committee of University Chairs' (CUC) Higher Education Code of Governance sets out seven "elements", which define the role of the governing body and governors:

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 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.
4. 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.
5. 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.
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.

The Board has 13 independent governors, the Vice Chancellor, 2 student governors and 2 academic staff governors.

The Board is chaired by Jerry Cope, Pro Chancellor. The Vice Chair is Andrew Owen, Pro Chancellor.

The Board usually meets 5 times a year, plus 2 annual strategy days. Independent governors usually serve on 1 or more committees. The key committees are the Finance, Planning and Resources Committee; Major Projects and Investment Committee; and Audit Committee. Typically, these meet 3-4 times a year.

The independent governor's role on the Board

1. To participate fully and actively in the meetings of the Board and its committees.
2. To contribute to the strategic direction of the University.
3. To review the performance of LSBU against the key performance indicators approved by the Board.
4. To establish constructive working relationships with fellow governors and the University Executive, recognising that day-to-day management is the responsibility of the Executive.

External Role

5. To act as ambassadors for LSBU externally. To engage with members of the University Court, which is a body of professional contacts and friends of the University, meeting annually.

Conduct

6. To promote LSBU's vision and mission.
7. To act in accordance with the accepted standards of behaviour in public life and LSBU's values.
8. To exercise the Board's responsibilities in the interests of LSBU as a whole, rather than as a representative of any constituency and to accept collective responsibility for decisions made by the Board.

9. To act fairly and impartially at all times in the interests of LSBU as a whole, using independent judgement and maintaining confidentiality as appropriate.

Time Commitment

10. To be willing and able to devote the time needed to be an effective governor, including attending meetings, reading agenda and papers and attending significant LSBU events as appropriate. The time commitment required is up to 15 days or part days per year. Meetings are normally held in the late afternoon.

Independent governor – person specification

Experience/knowledge

- A. A commitment to understanding and fulfilling the duties and responsibilities of a governor, and maintaining knowledge in this regard through professional development
- B. Strong personal commitment to higher education and to the aims and values of LSBU
- C. Experience of operating at a strategic and/or corporate level
- D. The ability to negotiate outcomes and influence others to agree with those outcomes
- E. The ability to analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems
- F. Ability to operate as an effective member of a team with fellow governors
- G. Ability to communicate effectively with a broad range of stakeholders
- H. Ability to establish constructive and supportive yet challenging working relationships with the University Executive
- I. Ability to evaluate and monitor the work of LSBU
- J. Willingness to devote the time needed to be an effective governor
- K. Commitment to continuous personal improvement, including appraisal by the Chairman of the Board from time to time
- L. Legally eligible to be a director and a charity trustee
- M. Commitment to equality and diversity

*University Secretary & Clerk to the Board
September 2015*

Notes to applicants

The role of independent governor is a high profile, responsible and rewarding voluntary role. Independent governors have the opportunity to influence and contribute to the success of a large institution that positively impacts on many people's lives.

As charity trustees, independent governors are not remunerated, but members may claim reasonable expenses incurred in the course of LSBU business.

The initial term of office of an independent governor is four years.

The successful candidate will receive an in-depth induction programme. Their contribution as a governor is reviewed by the Chairman from time to time. Training and development opportunities are available.



LONDON SOUTH BANK UNIVERSITY

INDEPENDENT GOVERNORS

London South Bank University (LSBU) is an enterprising civic university. Our compact campus is in the heart of a rapidly developing area south of the River. Our academic community comprises 18,000 students, 77% are undergraduates, 23% postgraduates, 62% full time and 38% part time. We are financially stable with annual income of £135m. We plan to invest £100m over the next five years in student facilities.

Our objective is to be London's top modern university by 2020. We aim to do this by focusing on our ability to enhance student success, to undertake meaningful research, and to continue to provide access to opportunity for those that can benefit. Further details are available on our [website](#).

We are committed to providing an academic environment that promotes the values of excellence, professionalism, inclusivity, integrity and creativity among all our staff and students.

The Board of Governors has responsibility for approving the educational character, mission and strategic vision of LSBU, together with its long-term academic and business plans.

Two vacancies are arising for independent governors who are committed to LSBU's aims and values. You will have experience of decision-making at a strategic level and be able to establish constructive relationships, as well as being willing to devote the time needed to be an effective governor, including attending meetings, reading papers and participating in university events as appropriate. For these particular appointments, we are interested, but not exclusively so, in commercial and/or audit experience and skills. The time commitment will be up to 15 days or part days each year.

The positions are unpaid and you must be legally eligible to serve as a company director and charity trustee.

For full details and job description visit www.lsbu.ac.uk/jobs

To apply, or to have an informal discussion, please send a CV and covering letter to James Stevenson, University Secretary, London South Bank University, 103 Borough Road, London SE1 0AA, email stevenj7@lsbu.ac.uk

Closing date: 4 October 2015

Independent Governor recruitment pack

Category 1 – Recommendation: interview

Graham Briscoe

Michael Cutbill

Jill Finney

June O’Sullivan

Carol Rue

Category 2 – for discussion

Richard Bagley

Anthony Basiel

Margaret Bruce

J Roger Grimshaw

Vikula Kuruwitage

Malcolm Walker

Category 3 – do not meet criteria

Stefani Kopach

Russell Ong

Yasmine Rohayiem

Category 1

Recommendation: interview

Mobile / messages
= 07773 654 717

Email = graham.briscoe@yahoo.co.uk

PO BOX 381
WESTON SUPER MARE
Somerset
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21

13th October 2015

For the attention of Mr James Stevenson – University Secretary, London South Bank University.

INDEPENDENT GOVERNORS - LONDON SOUTH BANK UNIVERSITY

I am responding formally with an Application Letter and my CV, as I believe my career work history and Further Education College Corporation / Housing Association Board / NED governance experience are very relevant to the University Board of Governors roles you are seeking to fill.

APPLICATION HIGHLIGHTS

Higher Education . *For two terms of office (1994 to 2000) I was elected by the University of Bath Court as one of their two Court Representatives on the University Council.*

University Hospitals Bristol. *I am an elected public member (2014) of the NHS Foundation Trust Hospital's Council of Governors – representing North Somerset.*

Further Education. *I completed my final term of office last September on the Corporation at Coleg Gwent – south east Wales. I was appointed by the FEFCW after financial mismanagement, and over the past fifteen years I have chaired all of the main Corporation Committees, and for the last six years I have been Corporation Vice Chair. Whilst a five campus College in south east Wales(£55M turnover) the College ran a farm in Usk linked to its land based curriculum provision.*

I recently completed my two four year terms of office last December as a Governor at the City of Bath College since being parachuted onto the Corporation by the West of England LSC - following financial mismanagement associated with a new build. From that time I have held the Audit Committee Chair role.

I am an elected member, representing the West Midlands, on the AoCs Governors` Council and an appointee to the AoC`s Governance Portfolio Group.

Academy. *I completed last year my secondment onto the Hayesfield Girls School (an Academy in Bath) Governing Body - recruited specifically to set up and Chair their new Audit and Risk Committee.*

Audit and Governance . *Over the past decade I have chaired many Housing Association and Further Education College Audit Committees (t/o from £30M to £60M). In addition I have led on, or supported, numerous Governance Reviews across the Housing / Further Education / Professional Institute sectors.*

Housing Associations. *From 2007 / 2013 I was a NED of Newport City Homes, originally with its Shadow Board and subsequently as its Board's first Audit Committee Chairman.*

Trustee Role. *For some six years I was a Trustee Board Member of The Harbour in Bristol. The Harbour provides a free Counselling service to people with a terminal illness along with their carers. For two years I was the interim Board Chair and oversaw the selection and appointment of a new CEO.*

I served as Trustee for some eleven years, finishing in 2012, of Circomedia – a charity circus and street entertainment training school (BTec and FdD)in Bristol

Professional Institutes. *For a number of years back in the 80s I was a Council Member and Treasurer of the Institute of Administrative Management, and currently I am a NED Board Member and Chair the Audit Committee of the British Institute of Facilities Management. I am also an Independent Member on the CMI's Complaints and Investigation Committee.*

I have had a successful 30+ year corporate career with Royal Sun Alliance (RSA) covering operations in Bristol, London, Horsham, and Liverpool – which is detailed in my attached CV. The specialist business skills I developed during my career with RSA covered:-

Project / Programme Management	Facilities and Estate Management
Audit and Risk Management	Continuous / Productivity Improvement
Business Transformation	Management of Change
Business Continuity Management	Business Process Engineering

My “Community Investment “experience supported by RSA`s Corporate Social Responsibility programme included:-

Further Education College Governance	Community Investment / Fund Raising
University Council Governance	Professional Institute Governance
Charity Governance	Professional Institute Management

I am able to show skills and knowledge in the following business areas based on my 30 years corporate experience with RSA:-

Strategic Management	Information Technology / ICT/ Systems
Finance Management / Audit	HR / Talent Management / Culture Change
Community Support	Education and Training
Marketing and PR	Customer Service
Value for Money	Property / Estate / Facilities Management / H & S

I am a Chartered Engineer, a Chartered Information Technology Professional and a Certified Management Consultant. I hold five professional Institute Fellowships - the British Computer Society, the Institute of Administrative Management, the British Institute of Facilities Management, the Institute of Consulting and the World Academy of Productivity Science.

I am a recipient of two Institute Awards – The Institute of Administrative Management Medal (1992) and The World Academy Medal for Productivity Science (1995).

Senior level corporate experience :-

I have worked in many Management Services roles throughout my 30+ year career with Royal Sun Alliance (RSA) in Bristol, London, Horsham and Liverpool - where key words in my many roles, activities and responsibilities were performance, productivity, effectiveness, efficiency and utilisation, covering all company resources in the Financial Services sector – staff, premises, systems and knowledge.

My roles included - organisation and methods, project / programme and change management, information technology, human resources and talent management, corporate services, facilities management, quality and customer service management, business excellence model, productivity and continuous improvement, business process re-engineering, business continuity management, business transformation and administration process engineering.

Following The Phoenix takeover by The Sun Alliance in 1985 I also became responsible (Project and Programme Management) for a number of company integration activities and the associated due diligence covering the merger of Information Technology, Human Resources and Talent Management, and Facilities Management Departments – which was repeated (at a Director Portfolio Management level) with the merger with The Royal in 1995.

I took early retirement from corporate life as Operations Support Leader (Director of Internal Consultancy) with the Life Company of RSA covering operations in Liverpool and Bristol.

Specific “ community investment “ roles:-

During the later stages of my corporate career, and since my formal retirement, I have built up an extensive portfolio of “Community Investment” governance / NED activities, with involvement and responsibilities covering: - Further Education College Corporations, a Visiting Fellowship and a number of Lectureships in Higher Education, a University Council, Charity Trustee appointments, Housing Association Board appointments, Professional Institute Board and governance roles, together with pro - bono activities covering Change Management and Facilities Management support activities with Charity, Voluntary and Not for Profit organisations in south east Wales and the South West.

Since early retirement I have developed and extended my portfolio of full time pro-bono²⁴ “Community Investment“ activities on three fronts: -

- (i) as a pro-bono “Change Management “consultant in the Charity / Voluntary and “not for profit “sector in south east Wales and the south west,
- (ii) a continuation of my Further Education Governor / Corporation role, in particular supporting Options Appraisals and more recently the BiS specified “Structure & Prospects Appraisal “- together with the associated due diligence in connection with the many sustainability issues facing the FE sector (both in Wales and England) in today`s challenging economic climate,
- (iii) extending and developing my support at Board level with Housing Associations.

I detail below my specific NED type experience, both during my employment with RSA and in my “community investment retirement” role, which support my application:-

Voluntary Sector:-

During my last decade with Royal Sun Alliance (RSA) I also held a voluntary role as Community Investment Manager for Bristol. I was also Treasurer to the Bristol RSA - GAYE / CAF charity fund, and during this period was responsible for signing off more than £0.5M in awards to charities based in the Bristol RSA offices “travel-to-work” area. I actively supported Community Investment, and was recognised in 2001 as a worldwide global “Champion Leader” for CSR / Community Investment within the RSA operations around the world.

Current Charity Trustee support:-

Bath Spa University Students Union
Bournemouth University Students Union
St Mary Redcliffe Parish Charity (Chair) – Bristol
Monkton Wyld Court - Bridport

St Mary Redcliffe Parish Charity supports deserving requests for personal financial support within the City of Bristol boundaries and Monkton Wyld Court is a self-sustaining educational charity in Dorset.

Board and Governance experience:-

As a **Housing Association Non-Executive Director** of four large (t/o each £30m plus) Wales and south west Housing Associations I have some 26 collective individual years scrutinising Strategic Plans /Annual budgets / development plans / current performance.

Board Member – Curo Group (ex Somer / Bath Self Help Group) - Bath, 2003 – 2011
(Annual t/o = £30M)

Homes in Sedgemoor (ALMO - Bridgwater), 2004 - *current* (Annual t/o = £30²⁵M)
Board Member and Asset Management Champion – *current*. Previous – Audit
Committee Chair. *I am due to complete my maximum terms of office in 2015.*

Newport City Homes (south east Wales) 2006 - 2013 (Annual t/o = £35M)
Board Member and Audit Committee Chair since stock transfer

In the above NED roles I have chaired the following Board Committees = Audit,
Resources, Customer Service, Remuneration & Nominations, and Governance Improvement.

As a **Further Education College Governor / Corporation member** I have some 38
collective individual years resolving corporate strategy and governance issues with Funding /
College strategic planning / Estate strategy planning / Curriculum planning and performance
/ Quality improvement and Mergers. My major support activities were / are :

Weston (Super Mare) College, 1988 to 2004, (Annual t/o = £35M)
This governance role covered pre and post Incorporation activities and support.

Coleg Gwent (south east Wales), 1998 to 2014 (Annual t/o = £55M)
FEFCW nominee when put into recovery (financial mis-management) in late 90s.
Vice Chairman and Corporation Champion for the Student Voice.

City of Bath College, 2006 to 2014 (Annual t/o = £ 18M)
L&SC nominee when Cof BC was placed in recovery in 2006, due to a new build
causing financial difficulties.
Audit Committee Chair and Lead Governor for Health & Safety.

New College Telford (6th Form) – Shropshire, 2011 – *current*, (Annual t/o = £8M)
Currently Lead Governor with a KPMG led voluntary “Structure and Prospects
Appraisal” to resolve long term financial sustainability challenges.

Learning & Skills Improvement Service (LSIS), 2008 – 2013,
LSIS Associate – Governance Leadership Programme.

Elected Member, Association of Colleges (AoC) - Governors` Council – *current*
Appointed Member, AoC Governance Portfolio Group – *current*.

In the above Corporation Governor roles I have chaired the following Corporation
Committees = Audit, Search & Governance, Quality & Curriculum, Finance & Estates,
Resources, Property, Accommodation, Strategic Options, across my College support.

I have also experienced Chairing / Panel member for Level 3 (Board) Appeals for Further
Education College staff / Students Appeals, and for Housing Association Tenant Appeals. I
have chaired or supported Appointment Panels for three Housing Association and five
Further Education College CEO appointments.

Regeneration, community development and supported learning experience has been gained via my Further Education College Corporation and Housing Association Board experience, in particular the Governance and operational structures associated with developing a Community Interest Company and Social Enterprise organisations.

Professional Institutes:-

I was a Co-opted Lay Member on the Association of Accounting Technicians - Regulation & Compliance Board (2009 - 2012) - appointed via public competition.

I was appointed as an Independent Lay Member supporting the Institute for Learning's Audit Committee for three years prior to its closure and merger (2014) into the Education and Training Foundation.

I am also a Board Member of the **British Institute of Facilities Management** – and currently Chair of its Audit Committee. In this role I have led on Membership complaint reviews, individual Membership Grade Appeals and Member disciplinary panels / reviews.

In 2014 I was appointed as an Independent Member on the **Chartered Management Institute's – Complaints and Investigation Committee.**

Higher Education support:-

I was the British Computer Society (BCS) nominee on the Court of the University of Bath – and for two terms of office I was an elected by the Court onto the University Council. I am currently the BCS's nominee on the Courts of Bristol and Sheffield Universities.

From 1992 to 2003 I supported the South Wales University / Collegau Cymru as a Visiting Lecturer on their jointly sponsored “MA in Further Education Leadership and Management”. I covered the following three topics all from “A Corporations Member's perspective”: - (i) Governance, (ii) Strategic Planning and (iii) Audit = (a) Systems & Controls, (b) Governance.

I was invited to present a workshop paper “The annual audit cycle – Leading effective controls in times of change” at the 2010 LSIS Annual Governor's Conference held at the Hilton Metropole Hotel Birmingham. I also led an “Open Space” discussion on “How to be a better Critical Friend of the College”. This was followed by a presentation on “The role of the Audit Committee” at the 2011 LSIS/ Association of Colleges Governance Conference. My 2012 presentation was titled “E-Governance – Paperless Board Meetings and the use of i-Pads “. I prepared a paper for the 2013 Conference titled “Smaller, more effective, Boards “based on my personal experience at Somer / Curo Housing Association, and in Further Education at Coleg Gwent and City of Bath College.

I shall have no problem with finding the time to support your University Board of Governors, and any other associated Committee support work – should my application be successful. I have recently completed two of my current major Corporation roles at Coleg Gwent and the City of Bath College, and as a result I am seeking new “community investment” roles to fill the gap left from completing these appointments.

I have had a very successful career in the corporate sector. This was preceded by an excellent five year student engineering apprenticeship with Rubery Owen in Darlaston - supported by a successful period of Further Education and Higher Education at the Walsall “Technical” College and Aston University, and I would very much like the opportunity to use my skills, knowledge and experience to give something back and to make a contribution to the work of your University Board of Governors with meeting its strategic and governance operational requirements.

I have enclosed my CV, and I would welcome the opportunity to expand on my experience and my suitability for this challenging position. Please contact me by email, or mobile, should you require any further information.

Thank you,

Yours sincerely,

Graham Briscoe.

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Graham is a highly accomplished, professionally qualified, senior executive with over twenty years extensive experience operating at Board level, supported with a range of non-executive roles across a number of sectors. A skilled change leader with a broad track record of Business Process Re-engineering, merger/acquisition due diligence and delivering transformational change programmes. His enthusiastic, committed and motivational leadership approach has enabled him to inspire both his static and virtual teams to deliver excellent results, whilst maintaining an environment based on truth, trust and teamwork.

CAREER HISTORY

Operations Support Leader Royal SunAlliance (RSA) 1994 – 2004

Reporting to the Group Operations Director, responsible for pre and post-merger due diligence and key programme management for the operational integration of IT systems, Facilities Management, HR and Administration Process Management.

Completed a detailed review of the change portfolio work stream to outsource policy process administration and implement staff redundancies of a major 1,200 staff unit over a two year period. Developed potential options and assessed all associated risks. Defined a comprehensive two year programme/project model and obtained board approval to implement. Communicated the model clearly to all key stakeholders and led static and virtual work stream leaders. This resulted in a successful building “switch off and handover”. I received a main Board citation on the recognised success of the transformation programme, coming in on time and within the £6M budget.

Carried out a comprehensive analysis of the business processes and procedures. Identified areas where Business Process Re-engineering could be applied to aspects of customer focused insurance policy management. Developed a feasibility study through computer modelling to introduce on-line real time policy process management handling. Assessed the associated risks and ensured actions could be taken to mitigate them. Created a strategy to introduce new customer facing systems. Obtained Board approval for the investment. Extensively communicated the plan to all the key stakeholders. Led the implementation which resulted in a 22% staff reduction and improved overall customer satisfaction scores by 12%.

My involvement with RSA’s CSR (Community Investment) programme supporting the Further Education College sector as Vice Chair of Coleg Gwent (south east Wales) and Chair of the Corporation’s Resources Committee (Finance/ Estate/ Staff) led the Corporation to achieving a £3M reduction in its £55M annual Welsh Government funding over a two year period in the early-2000s. This funding deficit was recovered over the next five years by increases in overseas, HE and full cost recovery business.

Completed a detailed evaluation of synergy potential, following the Sun Alliance / Royal merger to integrate ‘cultures’ in-line with the Business Excellence Model (BEM). Generated potential processes and led a detailed risk assessment. Constructed a change programme fully supporting the BEM and gained executive endorsement to implement. Disseminated to all key stakeholders and drove the implementation. This resulted in a UK wide recognition award for RSA Life in the UKs Business Excellence Awards and a significant increase in employee satisfaction.

Carried out a comprehensive assessment of recovery plans following the compliance issues arising from Endowment sales. Designed and developed comprehensive plans to deal with high levels of customer dissatisfaction. Assessed the associated risks and led a pilot exercise to scale the resource which would be required. Presented a recovery strategy to the board and secured the £1.2m investment to enhance the capacity of the call centres with an additional 200 staff. Communicated the plan to the key stakeholders and compressed the recruitment and training into a 6 month period. This resulted in an 18% improvement in customer satisfaction mitigating the reputational risk.

Instigated an intricate analysis of 'company image' issues resulting from the Endowment Projection mailing project. Identified that there were many life policy holders with investments who now could not be contacted. Reviewed possible responses and calculated connected risks. Devised an identification strategy to initiate the 'Gone Away' project; an automated process with partner tracing agencies to establish the whereabouts of lost policy holders. Obtained executive endorsement and focused a targeted communications plan. Put the project into action, resulting in some £23m being returned to investment policy holders over a five year period.

For over a decade I have held a number of NED roles across three sectors (Further Education Corporations, Housing Association Boards and Professional Institute Councils), and have developed specialisms in governance, audit and student/tenant/ member involvement, besides utilising my extensive corporate business knowledge and experience. During this period I have chaired a number of Board Committees with delegated authority across the whole spectrum of Board responsibilities – with Resources (Finance/Estate/ Staff), Audit (including Risk Management/Value for Money/Business Continuity Management) and Governance (compliance/regulation/self-assessments) having a priority. In addition I have Chair's experience of Board level Appeal Panels – Staff/ Students/ Tenants, along with Board Chair and CEO Appointment / Annual Appraisal Panels and Remuneration Committees. This understanding of the NED/Trustee governance role was re-enforced by my attendance at a Westminster PAC – after I was parachuted onto the Corporation of Coleg Gwent by the FEFCW after financial mis-management in the mid-1990s.

PREVIOUS ROLES

Royal & SunAlliance (including Phoenix Assurance/Sun Alliance and subsequent mergers) 1973 -2004

Operations Support Leader, Internal Consultancy / Programme Management	1995 - 2004
Support Services Manager, Productivity & Business Projects	1991 - 1995
Agency Administration Manager, Life Agency Administration	1987 - 1991
Projects Manager, Merger Integration Projects	1985 - 1987
Project Controller, Organisation & Methods / Systems	1973 – 1985

Pre 1973 career experience included Work Study, Organisation & Methods and Systems Analysis/ Computer positions with Rubery Owen, GKN , Tube Investments, Walsall County Borough Council and Stavelly Industries.

CURRENT NED ROLES

Homes in Sedgemoor (£15m)	Housing ALMO	Bridgwater, Somerset
Coleg Gwent (£55m)	Further Education College	South East Wales
City of Bath College (£18m)	Further Education College	Bath, BANES
British Institute of Facilities Management	Professional Institute	Bishops Stortford

QUALIFICATIONS & TRAINING

Chartered Engineer C.Eng	Engineering Council, 1990
Chartered Information Technology Professional CITP	British Computer Society, 1992
Certified Management Consultant CMC	Institute of Consulting, 1994

Fellow - British Computer Society FBCS
 Fellow - Institute of Administrative Management FIAM
 Fellow- Institute of Consulting FIC
 Fellow - British Institute of Facilities Management FBIFM
 Fellow – World Academy of Productivity Science FWAPS

AWARDS

2001	RSA – “Community Investment Manager of the Year – 2001”
1999	Awarded Fellowship of the 'World Academy of Productivity Science'
1997 / 98	Royal & Sun Alliance Community Investment Programme – Governor's Award
1996	Sun Alliance Community Investment Programme – Project Award
1991	Institute of Administrative Management – Institute Medal for services to profession
1977	Institute of Management Services – Russell Currie Travelling Fellowship (3 months USA).

PERSONAL DETAILS

Interests : Long distance footpath walking, country walking, industrial archaeology, reading and grand children.

GRAHAM BRISCOE – PORTFOLIO of ACTIVITIES – JUNE 2015

Current activities

Chairman - Royal & Sun Alliance Pensioners Association “Western Region “ (850+ members). Organise eight social events each year.

Independent “Change Management” Consultant - (Pro-bono support)
Charity / Voluntary / “Not for Profit “Sector in the South West.
Previous and current project work with – BiTC / Greater
Bristol Foundation / National Trust / Retired & Senior Volunteer
Programme / British Conservation Trust / Wildlife Trust.

NATIONAL HEALTH SERVICE

Public Governor, North Somerset – Elected member of the Governors` Council –
University Hospitals Bristol NHS Foundation Trust.

FURTHER EDUCATION

Governor - New College Telford (6th Form College - Shropshire) (T/o £M8/year).

Independent Lay Member - Hereford College of Art – Audit Committee.

Regional Elected Member - Association of Colleges – (i) Governors` Council and
(ii) Governance Portfolio Group.

Member - Post-14 Strategy Group – Institute of Education – University of London.

HOUSING ASSOCIATIONS

Board Member (NED) - Homes in Sedgemoor (ALMO). (Bridgwater). Past Chair –
Audit Committee & Resources Committee, Board Champion – Asset Management.

Board Member (NED) - Hyelm Housing (London).

CHARITY TRUSTEE

Trustee - Bournemouth University SU, Chair - Audit & Risk Committee.

Trustee - Bath Spa University Students Union, Chair - Audit & Risk Committee

Trustee - St Mary Redcliffe Parish Charity- Bristol, Chair.

Trustee - Monkton Wyld Court – Bridport Dorset

PROFESSIONAL INSTITUTE

Director (NED) - British Institute of Facilities Management, Board Member /
Chair – Audit Committee.

Independent Member - Chartered Management Institute – Complaints and Investigation Committee.

32

HIGHER EDUCATION

Independent Member - Research Ethics Committee - Staffordshire University.

(Whilst the above roles and involvements may appear to be extensive – each involvement consists on average of only round 4 to 8 or so morning / afternoon / evening meetings a year - leaving plenty of time for further commitments).

OTHER SUPPORT (mainly weekends)

Volunteer Ranger – (1) National Trust = (i) Crooks Peak, Shute Shelve and the Mendips, (ii) Brean Down and Victorian War Fort.
(2) Kenneth Allsop Trust – Steep Holme Island-Bristol Channel.

Completed Activities pre and post my retirement :-

Conference / Events Organiser - Coombe Lodge - Blagdon, Somerset (one day per week), 2004 - 2009.

FURTHER EDUCATION

Governor - Weston College Corporation. 1998 – 2004, various Committee Chairs / Lead Governor Governance Advisory. (T/o £40M /year).

Governor - Royal Forest of Dean College Corporation. 2005 – 2011. Vice Chair– Audit Committee, (T/o £7M/ year). Lead on merger with GLOSCAT.

Governor - Coleg Gwent Corporation. 1998 – 2014, Vice Chair Corporation, Student Voice Governor lead and various Committee Chairs. (T/o £55M/ year).

Governor - City of Bath College Corporation. 2006 – 2014, Chair – Audit Committee. (T/o £18M/year).

Associate - Learning & Skills Improvement Service - LSIS (Leadership Skills for Governance Programme). 2004 – 2012.

Corporation Clerk (Interim) - Barnfield Further Education College, Luton, March /

HOUSING ASSOCIATIONS

Board Member (NED)– Somer (now Curo) Housing Group. Member Group Audit Committee. (City of Bath), 2003 - 2011.

Board Member (NED)– Shadow Board, Taunton Deane Housing Stock Transfer, (failed transfer) 2005 - 2006.

Board Member (NED Interim) – Western Challenge Housing Association, Christchurch Dorset, (supporting a Board collapse) 2009 - 2010.

Board Member (NED) - Newport City Homes. Founder Chair Audit Committee. (City of Newport stock transfer – south east Wales) 2007- 2013.

PROFESSIONAL INSTITUTE

Director - Institute of Management Consultancy (Board Member), 2000 - 2005.

Member Co-opted - Regulation & Compliance Board, Association of Accounting Technicians AAT – 2010 - 2012.

Board Support - Professional Associations Research Network (PARN) – CEOs Strategy and Advisory Board - 2011- 2014.

Board Support - Asset Skills – Facilities Management (FM) Board. 2003 – 2012.

Independent Lay Member - Institute for Learning - Audit Committee, 2011- 2014.

CHARITY TRUSTEE

Trustee – Newport Community Investment Company- (Founder Chair), 2005 - 2006.

Trustee - Citizens Advice Bureau – Bristol, 2004 - 2007.

Trustee - The Harbour – Bristol, 2007 – 2013.

Trustee - The Evaluation Trust – Bath 2003 - 2013.

Trustee - Circomedia (Circus Training School) – Bristol. 2001 - 2012.

Governor – Hayesfield Academy Bath. Founder Chair –Audit Committee. 2012 – 2014.

HIGHER EDUCATION / UNIVERSITY SUPPORT

Council Member - University Council - University of Bath, 1994 – 2000.

Court Member - British Computer Society Nominee

University of Bath	1990 - 2005
University of Bristol	1992 – 2015
University of Sheffield	1993 – 2014

Visiting Fellow - School of Management, University of Surrey, Guildford, 2005 - 2010. (Specialism - “Business Productivity & Continuous Improvement”).

Associate Tutor - School of Management, University of Leicester, MSc Dissertation Supervisor, 2010 – 2012.

Visiting Lecturer – University of South Wales, Newport (MSc in Strategic Quality Management – Business Excellence Model) 2003 – 2005

Visiting Lecturer - Glasgow Caledonian University (BA in Risk Management – Business Continuity Management) 2004 - 2005.

Visiting Lecturer - University of South Wales / Colleague Cymru (MA in Further Education Leadership & Management. – Role of the Corporation, Governance activities and role of the Audit Committee) 2000-08.

BCS Support - British Computer Society - Assessor for C Eng & CITP Membership / Lay Assessor for Academic (University) Qualifications, 2004 - 2007.

END

Michael Cutbill

20 Richmond Crescent
London N1 0LZ

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michael.cutbill@btinternet.com

Profile

Sales and Marketing Director with 20+ years' experience in business-to-consumer sectors. Strong track record of delivering customer and sales growth across digital and offline channels, achieved by understanding and meeting customer needs. Part of the core executive team that successfully led The AA from private equity to public ownership. Central to the rise of the Saga brand. Has an MBA from INSEAD and wide leadership experience.

Career history

Strategy consulting, start up **Founder** **2015**

Consulting status set up in 2015 to offer commercial and marketing advice, with clients in the charitable and software sectors.

Automobile Association **Marketing Director** **2007 - 2014**

Rated the UK's most trusted commercial brand (2014 survey), and the UK's leading motoring organisation, the AA provides a wide range of financial and driving-related services, mostly in regulated markets

- Responsible for the AA's income across Roadside Breakdown, Motor and Home insurance, Home Emergency and other business areas
- Leadership of 100+ marketing-affiliated staff, reporting in to AA CEO
- Revitalised the AA's digital platform around customer needs, including redesign of the AA website and customer purchase journeys, across desktop and mobile environments
- Ran development of the AA brand, taking it from 'You've Got a Friend' to 'Your 4th Emergency Service' positioning
- Ran distribution of AA insurance products, developing the crucial price comparison and online channels
- Built AA propositions across new and existing markets, including Home Emergency, AA Cars, British School of Motoring, Pay-As-You-Go Roadside Assistance. Developed 'challenger' positionings against market incumbents.
- Developed and launched the Gold and Silver loyalty scheme, the AA's first-ever tiered membership programme, to drive customer retention

- Drove cultural change by bringing multiple marketing functions into one unit, combining developers and marketers into a digital division, and dramatically reducing reliance on external agencies
- Launched consolidated AA app, bringing together key functionality from 20+ pre-existing apps
- Introduced rigorous database management and ROI criteria for direct and indirect marketing activity across the group
- Ran AA's Publishing arm (maps; books; routeplanner; hotel accreditation) and restored it to profitability
- Sat on AA's regulated Board and reported all trading results weekly to AA Exco. Wrote CEO and Trading board papers each month. Ran numerous cross-functional projects.
- Served as AA Customer Outcomes champion 2007-2014 and engaged with the FCA across a wide range of customer experience issues, including thematic reviews

The key achievement at the AA over 2007 to 2014 was to build customer engagement while driving financial results, leading to value growth from £3bn to £4.5bn. Customer needs were analysed and propositions developed across segments and markets, while the AA's data assets were nurtured and effectively deployed. The AA grew profitability (2007: £270m; 2013: £420m) and at the same time developed its bond of trust with customers, creating the platform for a successful flotation in 2014.

BPP Professional Education **Chief Marketing Officer** **2005 - 2006**

BPP is the UK's largest professional services training company. It teaches over 100,000 courses each year to help people qualify and develop as lawyers, accountants, and HR professionals, who then go on to work for the country's leading services companies such as the major accounting and legal firms.

- Created a motivating vision of 'how to do marketing well' that built best practice across the group
- Grew the range and sophistication of BPP's marketing programmes, particularly in the areas of legal courses and Continuing Professional Development
- Ran the student acquisition programmes across accountancy qualifications, BPP's core income generator

BPP was an organisation in transition in 2005-06, moving from a disparate range of training businesses towards a coherent whole. The CMO role drove professionalism and higher standards across the group and helped pave the way for BPP's current University status.

SAGA Services **Marketing Director** **1999-2005**

The services arm of Saga comprised the financial services, utilities and mail order activities of the Group, accounting for 90%+ of Group profits and more than 80% of Saga customers.

- Built Saga's awareness and brand positioning to make it "#1 most trusted" in financial services (MORI survey)
- Segmented the over-fifties market into distinct attitude groups, previously 50+ age band had been treated as one block
- Built service ethos through "Would you sell it to your mother?" criteria

- Marketed non-Japanese equity vehicles to Japanese investors, eg Japanese bank clients
- Opened Touche Remnant's joint venture office in Tokyo
- Learned Japanese to support role

Education and extra-curricular

MBA	INSEAD Fontainebleau	1990
MA History & Economics	Christ Church, Oxford University	1984
Languages	French German (reasonable) Japanese (basic, in hibernation)	
Pilotlight charity	Strategy for mid-sized charities	2015
CX Network	Author for customer experience website	2015

June 2015

Phone: 01923 286933
Mobile: 07770 652180
Email: jillfinney@mac.com

Maples
Stag Lane
Chorleywood
Herts
WD3 5HE

5thth October 2015

James Stevenson
By email to:
stevenj7@lsbu.ac.uk

Dear James

Reference: IG0V1, Independent Governor

I wish to apply for one of the two Independent Governor vacancies you are looking to fill. I believe the challenge you have set your refreshed board is to build on your current success, ensure delivery of your current strategic plan whilst maintaining long-term vision. Against a backdrop that is deeply political, highly scrutinised and fiercely competitive across a regional, national and global sector. I am very keen to work with you on this challenge and believe I come with the necessary experience, enthusiasm and drive for even more demanding innovative and business objectives. I explain below why I feel I have the experience and skills to play an active role on your board, focusing on five particular aspects of the role you are searching for:

Familiarity with the sectors:

The British Library and my recent appointment at Imperial College Union provide different perspectives on the challenges facing the HE sector. The latter reflects my understanding of the issues currently facing national and international students – particularly those living in London. For instance, how does a very successful university keep in touch with its students and staff whilst competing with similarly world-class institutions. My role on the Union provides me with a stream of student opinion and experiences, as well as a good understanding of the tensions between its senior body, students and staff. Recent issues include the cost of accommodation, student satisfaction results, engaging mature students, student behaviour and the welfare of female students – as well as the Union's relationship with the University itself and its commercial footing. I have advised the Union on their engagement strategy and currently sit on their Governance committee. The BL provided me with an overview of the HE sector, particularly in respect of knowledge management, research and an understanding of the tensions between the public and academics.

My understanding of some of the challenges facing young people today has been further enhanced by the recent strategic work I have undertaken for a number of youth charities, considering how the *inclusivity* agenda within higher education reaches and meets the needs of the less advantaged individual; how these two sectors work together to deliver the same aim.

Setting strategic direction and monitoring its delivery

For many years I have operated at Executive and Board level across private and public sector organisations, leading teams in excess of 100 people, contributing to their overall strategy, planning and budgeting. At CQC I led the organisation's five-year strategic review and subsequent transformation programme. Securing senior stakeholder support at multiple levels within and outside of the organisation was an essential part of this mix, and most importantly CQC's strategy focused on patient and public engagement – a major

feature within your own organisation as evidenced by the way in which you orientate your strategic plan around student outcomes.

You naturally place a high degree of emphasis on **building constructive relationships**; my career in **Strategic Marketing, Communications, Media and Fundraising** is evidence of my success at achieving this. I have operated at a global level to re-position a firm of audit/consulting Partners into an internationally renowned portfolio of businesses, taken an elite academic institution and transformed it into a major public facility and at CQC taken three different Regulatory organisations with quite separate brands and created a single, new public-facing organisation in what some saw as a “hostile” take-over.

In every case the strategic positioning I developed had to work for multiple audiences whilst maintaining academic/professional support and integrity. Nurturing and cultivating stakeholder relations over the long term have been central to my role to secure on-going support for fundraising, political support or strategic partnerships. At Ernst & Young, I managed the FTSE CEO 250 Influencing and Sponsorship programme, whilst at the BL I played a major role in securing funding and sponsorship, and constantly connecting the ambitions of the organisations with its clients, alumni and donors – both nationally and internationally. At CQC, I led the management of political relationships alongside vociferous trade associations and patient representative groups across the health and social care network.

It is worth mentioning that I also have considerable experience in media relations: inevitably my role at CQC was media intensive, dealing with high levels of scrutiny, national headlines, select committees and Public Inquiries. In addition, I gained substantial experience in risk and reputation management.

Strategic partnerships and Business acumen

My experience of combining not for profit with commercial success was a key part of my role at the BL. Revenues increased >20% and fundraising income from £1m to £5m – an increase enhanced by generating strategic partnerships which helped us to convert a redundant reading room into an innovative Business and IP centre. Today, this centre provides support for entrepreneurs across London and Home Counties and has significantly changed the public perception of the BL. By agreeing creative storage solutions the BL also released valuable space and savings – extending partnerships widely across the HE sector, through innovative solutions

In February 2013 I was appointed Chief Commercial Officer for Nominet, to review their commercial strategy and develop their new business portfolio.

Time You will see for my CV that I have spent a considerable amount of time working with charities across the Youth sector on their strategy and I am not now seeking full time employment. To be an effective Governor time and commitment are critical and I welcome the honest appraisal of how much time this role requires to be effective. I am confident that I have the time to make that level of commitment effectively.

In summary: I believe I can play a significant role here: I am collegiate, capable of contributing at every level and managing and developing multiple relationships. I am equipped to interpret, articulate and leverage the University’s positioning and represent it where required. Additionally, I believe I have the energy, passion and determination to make this contribution – and most critically, the necessary time in which to do so.

It may be that you wish to contact my referees (see attached sheet) in advance – in which case I am happy to help organise by giving them early notice.

Yours sincerely

Jill Finney

Referees

Dame Lynne Brindley
Master Pembroke, Oxford
Ex CEO The British Library
LynneBrindley@me.com

Sir Bob Burgess
Retired Vice Chancellor Leicester University
sirbobburgess@outlook.com

Professor Dame Julia Higgins
Chair Imperial College Union
j.higgins@imperial.ac.uk

Mobile: 07770 652180
Email: jillfinney@mac.com

Maples
Stag Lane
Chorleywood
WD3 5HE

Jill Finney

Senior executive director with over 15 years Executive Board experience in strategy, leadership, senior stakeholder management and strategic marketing and communications across private and public organisations. Jill has held senior roles across industry, the cultural sector and recently Not for Profit with extensive experience in Government Relations and Regulation. Practiced in establishing partnerships, commercial direction and reputation and risk management across multiple sectors.

Lay Trustee to the Imperial College Union Board

February 2015

Designate member until February 2016. Meanwhile attending as non voting member and strategic advisor and member of the Governance Committee

London Youth, Youth at Risk ,Right to Succeed , Diana Awards

June 2015

Pro bono support to assist each charity and their Executive Team with Strategic Development, Governance and supporting Stakeholder and Communication Strategy

Defamation Case: Finney vs CQC

June 2013 to December 2014

Won an apology, all my legal costs and significant damages in a Libel and Human Rights Act case against CQC. During this interregnum I became a partner in a Reputation Management Consultancy start-up and delivered a Stakeholder Strategy to support Kids Company Campaign: **"See the Child"**

Nominet (*membership body for internet name registration & security; guardian of .co.uk domain name*) Chief Commercial Officer

March 2013 to June 2013

[Premature exit due to focus on Libel action above]

In the short time I was there, I revised the commercial strategy, recalibrated the product pipeline, carried out a strategic review of the marketing and communications team and commenced an overall strategic review with Board support.

Care Quality Commission (*Newly merged regulator for Health, Social Care & Dentistry for the UK*)

Deputy Chief Executive

October 2011 to February 2013

Director of Strategic Marketing and Communications

February 2009 to October 2011

Played a highly significant role in the merger and operational build of the newly created Regulator. Responsible for managing its complex stakeholder relationships, interpreting the role of CQC across its multiple audiences and transforming its digital communications. Delivered the organisation's major change programmes which emerged from its increased scrutiny; led its first strategic 5 year review

Responsibilities:

- Led major stakeholder engagement programme across all sectors managing the tensions between service providers, service users, trade associations, Government and Whitehall
- Responsible for reporting relationship with Department of Health
- Led CQC's response (internal, external, media and stakeholder-facing) to the Mid Staffordshire Public Inquiry, the Health Select and Public Accounts Committees and the National Audit Office review.
- Led the organisation wide change programme for CQC, post PAC and NAO review
- Led communications and corporate affairs team with a budget of £1.4m and circa 90 staff

Achievements:

- Facilitated CQC's response to published scrutiny; ensured delivery for each transformation objective
- Led 5 year strategic review at Board level including engaging all stakeholders
- Revised framework for interface with Whitehall and Westminster
- Launched ground breaking web site designed to inform greater patient choice, transform interface for service providers, establishing an effective two way communication channels across all stakeholders
- Transformed whistleblowing practice and integration of service user voice
- Developed and implemented 3 year communications strategy; delivered against agreed objectives

The British Library

Director of Strategic Marketing and Communications July 2001 to February 2009

[Also member of Advisory Council for Libraries (ACL): Ministerial appointment March 2006]

Responsibilities:

- Identified and led a sector based, consumer driven strategy combining the digital and physical library to drive up access and participation
- Project Director to identify and lead the new build for the BL for the digital environment
- Led the stakeholder management strategy, repositioning the BL and securing maximum support for 2 Spending Review rounds including managing Public Affairs and Press
- Delivered partnership strategy with corporates, publishers, higher education institutions and donors to drive income, participation levels and increased digitisation
- Managed marketing and sales of the Library's commercial activities: including document supply, Library services, publishing and retail: £20m turnover, maintaining a 3 year commercial pipeline
- Additional responsibilities include fundraising, product development, publishing and internal communications. Management of www.bl.uk, including marketing services/design/events/exhibitions

Achievements:

- Established a strong stakeholder base which helped deliver successful legislative change and two significant SR settlements
- Established a professional sales and marketing function
- Re branded the Library, modernising its positioning and raised awareness amongst the public from 56% to 76% as well as raising awareness amongst our other chosen markets.
- Established and secured £1m funding for new Business and IP centre serving entrepreneurs and the business community, meeting all LDA funding targets
- Built a fundraising team which generated £5m per annum from >£1m within 4 years
- Raised number unique visitors to the web from >1m to 6m per annum, exceeded all KPI's against increased target for on-site visits

EY (Ernst & Young)**National Marketing Director, Member of Global Marketing Council Jan 2000 to June 2001****Corporate Marketing Director****September 1997 to Jan 2000**Responsibilities:

- Managed the product, industries and corporate marketing teams
- Introduced and managed CEO influencing programme

Achievements:

- Initiated and implemented review of the UK marketing team, establishing a marketing service centre
- Member of the Global task force to determine the branding and repositioning of the firm globally
- Managed CEO stakeholder programme and implemented new stakeholder management database across the organisation
- Successful alignment of marketing strategy and business strategy in a partnership environment
- Delivered major sponsorship strategy
- Developed positioning and strategy for recent acquisition of E&Y law firm

Early Career:

Operational role in Food Service industry followed by product development and management roles across well known food manufacturers and distributors.

- Booker Foodservice Buying and Marketing Director Feb 1990-aug 1997
- Booker PLC: Fast track management scheme. Nov 1989 – Feb 1991
- CPC UK Ltd: Business Development Manager. Nov 1985 - Feb 1989
- McDougall's Foodservice: Product Manager. 1983 - 1985
- British Rail Catering Division: Product Manager. Nov 1982 - Feb 1983
- British Rail Catering Division: Deputy Station Catering Manager. 1981 - 1982
- British Rail Catering Division Graduate Trainee: September 1977 - 1980

Qualifications

MBA Middlesex Business School 1982 - 1985
BA hons University Liverpool 1977 - 1980

23 Fox Hill
London
SE19 2UX

Dear James

Re : Independent Governor, South Bank University

Thank you for contacting me and discussing this position. The conversation spurred my curiosity and I am happy to submit this letter as my formal expression of interest in the position.

As a past-student of the University I retain fond memories of the time I spent studying for an MBA .I remain a supporter of the University including recently providing an interview for the Alumni Magazine. I would be honoured to be considered an Ambassador for the University.

I am quite familiar with the operation of Boards both in terms of being a member and Chair of Trustee Boards but also as a CEO facilitating the effective operation of the LEYF Board. I recently gave a number of keynote speeches about the importance of governance and full and effective Board participation. I have also blogged on a Roundtable I helped organise with Big Society Capital which is posted on the Huffington Post.

I understand that the Board holds the responsibility for ensuring a well-considered strategic direction of the University while it's the job of the Executive to implement and fine hone it. I believe these distinctions are key to effective and successful Boards.

As CEO of a multi-million pound business measuring performance against key performance indicators approved by the Board is very important and the basis for the Board discussions both at Finance and Impact committee stages as well as to share at the Board meetings. I particularly like to use dashboards as a basis for performance discussions at Board and this model has served me well as I grew LEYF into the biggest childcare charitable social enterprise In the UK.

The role of a Governor is a serious one and I would take this responsibility very seriously both in terms of attending meetings but also in how I would promote LSBU's vision and mission. I believe the principles set out by Lord Nolan in 1995, to act selflessly, with integrity, objectively, be accountable, open and honest, and demonstrate leadership skills inform my approach.

I attach my CV for further information. I look forward to hearing from you.

Best Wishes

June O Sullivan MBE

07710191701
June@leyf.org.uk

June A. O'Sullivan

07710191701

Profile

Entrepreneurial by nature and able to see the 'bigger picture' utilises skills from an extensive background in social enterprise, charity, local authority and health services.

In excess of 30 years hands on experience gained from within the Early Years, Social Services, Social Enterprise and Learning and Development sectors with specific skills in Business and Stakeholder Performance, Business Growth and Development.

An excellent record of initiating and leading innovation and development not least creating the first Social Enterprise Childcare Group in the UK. First SE and Childcare Group to win Innovation category of National Business Awards.

Successes and achievements are based on a passion to improve the services to nursery children, creating family and community support and staff learning. Known as an inspirational leader with a supportive yet challenging management style that motivates both teams and individuals to achieve and exceed targets and job responsibilities.

Career History

Chief Executive London Early Years Foundation (*formerly Westminster Children's Society*) (2004 - date)

Appointed chief executive in 2004 of London Early Years Foundation (*formerly Westminster Children's Society*) a registered charity and social enterprise which is now the UK's largest childcare social enterprise.

My Chief Executive highlights include:

Leadership and Direction: Led the implementation of a strategic and cultural change to trebling the size of the organisation so that it is now the largest in the UK with 35 nurseries across 11 London boroughs and a plan for continual growth.

Networking and Communication: Developed successful reputation by working across local authorities, government, social enterprise and corporate sectors, locally, nationally and internationally to increase our reputation and extend the LEYF model so that more children have the benefit of a successful childcare model.

Financial Management: Successfully quadrupled the income of the organisation and reduced the dependency on grants and donations to nil.

Quality Improvement: Developed innovative action research based curriculum and training and development programme on the principles of Fair Play. Cited as example

of good practice nationally and internationally especially for leadership, pedagogy and apprenticeship programme.

WCS Operations and Training Manager (1996 -2004)

New post, which included deputising for the Chief Executive, managing the core operational and curriculum function of the organisation. Wrote, implemented and reviewed the key management and curriculum policies to raise standards, ensuring over thirty successful Ofsted inspections and IIP accreditation. Developed the concept of staff development through training audit and needs analysis and designed and presented training and development activities including the NVQ Centre for Childcare Vocational Qualifications and Institute of Leadership and Management accreditation.

Nov.1994 - July 1996 **Surrey County Council Education and Social Services**

Early Years Project Officer (Joint Funded Post)

First post of its kind in Surrey with responsibilities to set up and project manage services to increase the Early Years services across the county and help local schools implement the Government's National Childcare Strategy. Developed and led the setting up of Playlink Redhill, Homestart Chertsey, Early Year's Curriculum training, and a Surrey baseline assessment system as well as the annual SEND conference.

Jan. 1993 - Oct.1994 **London Borough of Hackney, Social Services Dept.**

Training & Development Officer

Set up the first NVQ Centre in Hackney to enable staff to acquire relevant qualifications and enable Hackney SSD to ensure staff were completing a nationally accredited programme of training. Taught on the Social Work Practice Learning programme to enable experienced social workers to become work based assessors for student social workers.

March 1986 - Jan.1993 **Wandsworth Borough Council Social Services**

Under 8's Social Worker

Worked in a local SSD office with a range of clients within the neighbourhood social work model. Developed client therapy groups and local advice surgeries. Responsible for registering, inspecting and training child minders. Set up local parent groups.

April 1985 - March 1986 **Greater London Council, Ethnic Minorities Unit**

Community Worker (funded Battersea and Wandsworth Irish Group)

Created and marketed a programme of events to raise the profile of Irish residents in a positive way. Liaised with the local arts and libraries services to extend resources and stage a range of community art events. Conducted an audit and review of needs and successes.

July. 1980 - Sept. 1982 **Staff Nurse Bethlem Royal & Maudsley Hospital**

Qualifications

- 2005 London South Bank University, MBA
- 2001 City and Guilds, NVQ Level 4 in Management
- 1998 University of Surrey, MA in Primary & Early Childhood Studies
- 1992 Middlesex University, Diploma in Practice Teaching
- 1990 Open University, BA
- 1984 Croydon College, Certificate of Qualification in Social Work (CQSW)
- 1980 Bethlem Royal and Maudsley Hospital, Registered Psychiatric Nurse

Publications

- The Early Years Manager Handbook (Scholastic 2003)
- Leadership Skills in the Early Years (Continuum 2009)
- Wellbeing the Early Years (Critical Publishing 2013)
- Leadership for Excellence (Bloomsbury 2015)

Media

Appearances for national TV and Radio including Breakfast TV, News programmes and Newsnight. Regular media commentator as well as columnist and contributor to national and international newspapers, magazines and trade publications such as Nursery World and Nursery Management Today, Children and Young People Today and Teach Early Years. Popular blogger including Huffington Post. Sought after keynote speaker for national and international conferences.

June advises the Government and Academia on Early Years and Social Business policy.

Current Memberships and Awards

June is a fellow of the Royal Society of Arts, Director of Early Arts, Council Member of the Early Intervention Foundation, Social Entrepreneur in Residence at Middlesex University, Chair of Paddington Farm Trust, and Founding Member of the International Early Years.

Voted into the 'Nursery Management Awards Top 20 - top 2 (2014 /15)

Awarded an Honorary Doctorate from Middlesex University. 2015

Voted first Social Enterprise Women's Champion at SEUK Awards 2014

June was awarded an MBE in the Queen's Birthday honours in 2013, for her services to London's children.

London finalist Ernst and Young Social Entrepreneur of the Year 2013 and 2015

19 September 2015

Dear Sir/Madam

I am applying for the role of Independent Governor at South Bank University.

My interest derives from my lifelong passion for education and personal development and the solid commercial back ground I have in a range of organisations across public and private sectors. I have worked in HE twice, at London Business School and Warwick Business School, where I have built teams and developed sector leading career services for Masters students – including strong links with a wide range of employers.

Recently I served on the Board of Trustees at Regents University and spent time on each of their committees, including Chairing the Finance and General Purposes Committee and being Vice Chair of the Board. Having helped steer Regents through gaining degree awarding powers and university status, as well as completing a major institutional merger, I voluntarily left the Board at the end of 2014 after 5 years as a Board member. I retired from full time work at the same time and have been taking a few months to settle into this new phase of my life. During that time I have been keeping an eye out for another Board position and I was very excited to see your position advertised.

I can offer you a very solid commercial background having spent more than 20 years in global organisations in a range of senior leadership roles; experience of higher education as well as recent insights into HE and its challenges and developments. My personal network is strong and crosses public, private and not-for-profit sectors and I can provide references from Professor Aldwyn Cooper, Vice Chancellor and Chief Executive, Regents University and Ian Mehrtens, former Chair at Regents and now Chief Operating Officer at South Bank University.

Please note that although my correspondence address is Brighton I have a second home in Clapham so will be very close to the University and very happy to attend meetings and other events to fully participate as an Independent Governor.

I look forward to hearing from you and hopefully supporting South Bank University on the next stage of its exciting journey.

Best wishes

Carol Rue MBA

CAROL RUE

Carol is an experienced senior executive with a strong track record in a broad range of leadership roles in public and private sectors in UK and internationally and an Executive MBA from London Business School. She has Board experience in the not for profit sector, most recently as Vice Chair of Regents University. Carol is also a qualified and experienced developmental coach working with clients across public, private and not-for-profit sectors.

KEY STRENGTHS

- Solid diverse business and public sector background
- Track record as effective Board member in not for profit organisation
- Excellent networking, project leadership and consultation skills
- Thoughtful, creative and insightful coach

RAPPORT Coaching

2001 to date

Career and Personal Development Coach: at MBA, manager and executive level.

Regents University

2008 to 2014

Vice Chair

- Board Member during acquisition of degree awarding powers and establishment as a University
- Chair Finance & General Purposes Committee and subsequently Vice Chair
- Member Audit Committee, HR Committee, Remuneration Committee and Director of companies within the University

UK Trade & Investment

2012 to 2014

Marketing Director

- Led a major integrated national marketing campaign - increased awareness of UKTI and its services by 10% points and generated over 5000 sales leads
- Managed and developed a team of marketing professionals as a key partner to business teams in facilitating successful international trade
- Led the creation of a global marketing community

Warwick Business School

2007 to 2010

Director, Personal and Career Development

- Professionalised all aspects of the service offered to students and recruiters, resulting in record highs in customer satisfaction
- Effectively represented School with key corporates, business schools and media
- Facilitated significant improvement in School's Financial Times MBA Global Ranking

London Business School**2004 to 2007****Associate Director, Career Services**

- Brought wide range of new recruiters to the School – 100+ organisations
- Delivered relevant customised career coaching to students
- Led development of career services for Executive MBAs and Alumni

Department of Trade & Industry**2003 to 2004****Assistant Director, Services Group**

- Led a successful project team developing Departmental Strategy & Business Plan
- Introduced project management techniques to the Department
- Recommended efficiency gains in policy and delivery (Gershon Review)

Teaming Up Limited**2001 to 2003**

Freelance executive and career coach to clients in a range of sectors and functions.

Nortel Networks**1997 to 2001****VP WorldCom Account Team, Latin America Region (1998-2001)**

- Won significant new business beating targets (\$50m)
- Effectively handled customer relationship during period of financial & political crisis
- Launched cross-company mentoring scheme & acted as executive mentor

VP British Telecommunications Account Team (1997-1998)

- Established effective new integrated Account Team (120 people)
- Achieved company's highest customer loyalty scores

BT**1980 to 1997****General Manager, Advanced Voice Services (1993-1997)**

- Led cross-functional team of 200 people & delivered profitable revenue of £200M p.a.
- Turned around flagship service with profitability and customer satisfaction difficulties
- Established new small business service as UK market leader

Other BT Roles (1980-1993)

Customer Service; Product Management & Development, Executive Assistant to Chairman; Marketing Planning and Operations.

QUALIFICATIONS & ASSOCIATIONS

-
- PG Diploma Human Resources Management, Kingston University
- PG Diploma Coaching & Mentoring, Oxford Brookes (Merit)
- PG Diploma Career Management & Counselling, Birkbeck (University of London)
- Level A/B (Intermediate) Certificate of Competence in Occupational Testing (BPS)
- Master in Business Administration (MBA), London Business School
- BSc (Hons) 2:1, University of London

Category 2

Recommendation: for discussion

Richard D F Bagley
11 Hawker Building, 350 Queenstown Road, London SW8 4AE
07872 954160 email rbagley82@gmail.com

RDFB/slf

2 October 2015

James Stevenson
University Secretary
London South Bank University

Dear Mr Stevenson

Vacancy for Independent Governors

Following our conversation last week please treat this email as my letter of application. My CV is also attached as requested.

In February this year I relinquished my consultancy role in London and stepped down as chairman of the charity, Thrive. I have spent the last six months travelling in South America and Eastern Europe. I am looking for a role now in which I can make a contribution to the development of either a national charity or one of our universities.

In terms of your requirements:

- I am an experienced board member and understand the role of a trustee in setting strategic direction, and supporting and challenging delivery partners/ organisations to meet their objectives. I have been a senior board member and experienced leader in both public and private sectors – used to delivering both key priorities and challenging organisational reforms. I am also experienced at shaping the work of others through that position and particularly as a chairman mentoring a new CEO.
- Since qualifying I have maintained a committed interest in further education, teaching part time for ILEX and then Bournemouth College in the 1980s. During the 1990s I put together a programme for law undergraduates to undertake secondments in commerce and industry. Latterly I supported my own alumni with the development of the Legal Advice Centre at Nottingham Trent. It was the first student clinic to provide high quality legal advice to the local community as well as practical learning experience for law students.
- Whilst at CDC I was involved in the establishment and then ethical audit of schools and their performance in commercial projects in several African

jurisdictions. I feel have the understanding, skills and contacts to contribute towards your goal to be London's top modern university by 2020.

- In finance and audit matters I have experience in financial planning, taking overall responsibility for my team's budgets as a head of department and latterly at Thrive for ensuring the financial survival of the charity. As a founding member of the Law Society's Audit Committee I assisted in drafting robust procedures to test the adequacy of the nature, extent and effectiveness of their management accounting and internal control systems.
- At Thrive, pending the appointment of a new CEO, I ensured that we directly delivered services, met or exceeded targets, and held third party providers to account for meeting their own SLAs. I am therefore familiar with performance and quality management, using and interrogating data, and supporting and challenging organisations and individuals to deliver to a high standard.
- Having served on two boards in the public sector I am well acquainted with the accepted standards of behaviour in public life. I have lived with the Nolan principles since their first publication in 1995. We all need to ensure that whether employed, appointed or elected, we are aware of our ethical responsibilities and will act as ethical leaders. The public deserves nothing less.
- My last 30 years has seen the widespread acceptance of corporate governance from a time when I acted as one of the editors to the working parties involved in drafting the Greenbury and Turnbull Reports to the significant improvement in governance of my own professional association. This was followed through again at CDC where I was responsible for setting our own corporate values and monitoring ethical standards in all areas of the Corporation's remit.

Following your conversation with Jerry Cope it would be helpful if we could speak on the telephone to see if he is interested in taking my application forward.

Yours sincerely

Richard Bagley

RICHARD D F BAGLEY BA FSA[Scot] १.१.
11 Hawker Building 350 Queenstown Road London SW8 4AE rbagley82@gmail.com

A corporate lawyer with 30 years' experience at board level in both public and private sectors now acting as a trustee in the voluntary sector.

CAREER

Consultant Lecturer for ICSA on governance, directors' duties and effective boardroom behaviour **1997 - 2007**

Holiday Retirement Inc./Peverel Group **2000 - 2007**
Group Counsel & Company Secretary

Corporation Secretary, Commonwealth Development Corporation **1997 - 2000**

Policy Adviser on Company Affairs, The Institute of Directors **1995 - 1997**

Counsel & Company Secretary, The Agricultural Mortgage Corporation PLC
 (formerly of the Bank of England and now part of Lloyds Bank plc) **1990 - 1995**

Deputy Head of Legal Services, McCarthy & Stone PLC **1987 - 1990**

Solicitor, ITT Hertford/Abbey Life Group PLC **1984 - 1987**

Preston & Redman, Solicitors, Bournemouth **1979 - 1984**

VOLUNTARY

Trustee, Artists' Benevolent Fund **2014**

Chairman, THRIVE a charity that uses gardening to change lives **2011 - 15**

Chairman, The Roger Counter Foundation, a lymphoma charity **2008**

Vice Chairman, Law Society Audit Committee; Member, Law Society Remuneration, Scrutiny and Company Law Committees **1995 - 2005**

Adviser to HM Government on working parties set up to oversee the implementation of the Companies Act 2006 and The Commonhold and Leasehold Reform Act 2002

Author of the CDC 'Statement of Business Principles' - a risk management strategy by which internal decision making is consciously judged against articulated principles and working procedures; 'Standards for Overseas Boards'; 'So you want to be a Nominee Director'.

1st Secretary of the Commonwealth Association for Corporate Governance **1997 - 98**

Seconded to EU 'Know How' projects in Hungary and Czech Republic advising on privatisation and long term lending to agricultural and horticultural industries **1993 - 94**

Member & Hon Legal Adviser, Southern Counties Board, Princes Youth Trust **1990 - 95**

Patron & Hon Legal Adviser to the Sheltered Work Opportunities Project [SWOP] **1989 - 2005**

Member, East Dorset Area Health Authority **1985 - 90**

PERSONAL

Graduated from The Law School, Nottingham Trent University in 1977 admitted as a solicitor in 1981. Liveryman, The Worshipful Company of Scriveners. Council member the Selden Society. Interests include archaeology, classical piano and art. .

Dr. Anthony Basiel –

Biography:

My knowledge and capability in learning and development has grown from an innovative blend of higher education and industry through work based learning. I have leadership, project and talent management skills developed through clear communication and professional collaboration.

I am an eLearning research and development thought-leader with twenty years of experience in UK Higher Education. As a Sr. Postgraduate Programme Leader, eLearning Consultant, UK/EC Project Manager & bid writer I worked at a strategic level to lead change management actions that saved time and money for the organisation.

Formerly as Associate Dean for the Postgraduate Programme at Hult International Business School in London I work with students, our Academic Team and Faculty to provide innovative curriculum such as Business computer simulations and Action Projects with clients.

I was Head of Academic Operations at Newham University Centre, London – UK where I was responsible for over 600 students and 30 Staff/Faculty involved in Foundation, Undergraduate and Postgraduate programmes in Psychology, Counselling, Business and Combined Studies. As an Adobe International Education Leader I have instructional design & learning technology expertise in graphic and web design. I have over a decade of research and publishing success.

Dr. Anthony Basiel**Short biography**

My knowledge and capability in learning and development has grown from an innovative blend of higher education and industry through work based learning. I have leadership, project and talent management skills developed through clear communication and professional collaboration.

I am an eLearning research and development thought-leader with twenty years of experience in UK Higher Education. As a Sr. Postgraduate Programme Leader, eLearning Consultant, UK/EC Project Manager & bid writer I worked at a strategic level to lead change management actions that saved time and money for the organisation.

Career History**Associate Dean, Hult International Business School - London, 7/4/14 – 30/9/15**

Hult has international campuses in the US, Europe and Asia. The under/postgraduate programmes include international business, finance, marketing and executive/MBA.

Key responsibilities:

- *Student academic and pastoral support for individuals and teams*
- *Academic Standards/Probation – managed assessment (offenses and support plans)*
- *Faculty support for curriculum and assessment development*
- *Marketing/Recruitment – phone calls to scholarship candidates & campus tours*
- *Supported eLearning – e.g. moderated student-tutor webinars*

Key achievements

- *Improved faculty observations process to provide pedagogic support*
- *Introduced student team focus groups for measuring learner satisfaction*
- *Managed Computerised Business Simulations for business and team/leadership skills*
- *Curriculum innovation with Adobe and augmented reality workshops*

Head of Academic Operations, Newham University Centre (NUC) Stratford, 5/6/13-5/4/14

Partnered with the Open University, UK the NUC provided undergraduate degrees to a diverse student population in Psychology, Counselling, Business and Combined Studies. I managed over 30 academic and administration staff to support +600 undergraduate students. I chaired Assessment Boards, Academic Offences panels and other organisational meeting. Working with the Marketing Department I innovated community network meetings for new students. I managed new ICT systems being introduced to the Centre (e.g. student email).

Postgraduate Programme Leader, Centre of Excellence in Teaching and Learning – Middlesex University, 2/95 – 12/11

I started as a part-time Lecturer in Computing Science while getting my Master's degree. Progressing on to the role of Research Fellow with the Education Department I managed several UK/EC funded (e)Learning projects. With a shift to the Centre for Excellence in Teaching and Learning for Work Based Learning as a Sr. Lecturer I progressed to my Doctorate in Learning Technology Design while writing bids and managing R&D projects. An example was a monthly webinar I directed and produced. While becoming Postgraduate Programme Leader I contributed at a senior level to the eLearning strategy. This was evidenced by two successful HEFCE bids (the CETL £3M/5 years & Organisational Networked Learning £10M/3 years). My research is supported by over 55 international publications since 1996 with a range of consultancy from higher education (e.g. Oxford University) to the corporate sector (e.g. Unilever).

External Examiner, several UK & International Universities, 2007 - present

Some of the institutions that I have served are: Oxford University: PhD Thesis (2015), Victoria University -Australia, University of Jamaica, University of Westminster, Open University – UK, Glyndwr University – Wales

Additional Career History**Instructional Designer, Kings College London (2012) & Skills for Health (2013)**

In these NHS projects I was responsible for the learning designs of eLearning training resources. I worked with subject experts to identify the best level of interactivity for the content and assessment. I also consulted on the Skills Utilisation Network project which linked several HNS communities through monthly webinars to an end-of-year showcase event which established a professional social network model of learning.

Head Teacher & ICT Director, Embassy Study Tours English Language Camp (1996-99)

I managed over 20 English Teachers and Sports Staff for +200 residential European students learning English and participating in social events. I introduced the innovative use of computer labs as part of the curriculum design.

Education and Training**Doctorate – Learning Technology Design – Middlesex University, UK (2007)**

My research explored technical and pedagogical issues to move an organisation from face-to-face systems to eLearning platforms. Human-systems change management was a key factor.

MSc/MPhil – Interactive Computing Systems - Middlesex University, UK (2000)

This Programme taught programming and software for interactive multimedia systems and designs. Human-computer interaction was also part of the curriculum. My work placement was with the Natural History Museum's website design team.

BSc Education / Minor in English, Central Connecticut State University – USA (1978)

*Certified Teacher and ESOL (America), Certified Online Tutor – University for Industry, UK
Adobe Certified Associate – Web Communication*

Further Information

I have been involved in sport most of my life. Currently my family and I are active 'Park Run' participants and volunteers. I'm still working on my '50' T-shirt. Previously I was very active with the sport of Men's Gymnastics. I competed at university and in 'Master's' events until 35. For over a decade I coached and judged at international level traveling America and Europe for Olympic level events.

Considering myself a lifelong learner, I am passionate about new ways to explore the question, 'What if?' A sample talk on augmented reality in education and training can be seen at my website: <https://abasiel.wordpress.com/augmentedreality/> and my book, 'Teaching and Learning Online – Volume 2' is at <https://www.routledge.com/products/9780415528573>

Personal Information

Dr Anthony Basiel

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Website: <https://abasiel.wordpress.com/>

Web video conference: <http://eseminars.adobeconnect.com/dranthonyskipbasiel/>

Referees

Rebecca Churchill, Executive Director – Hult International Business School

rebecca.churchill@hult.edu

Ronan Gruenbaum, Associate Dean - Hult International Business School

ronan.gruenbaum@faculty.hult.edu

Professor Peter Newby, Head of Centre for Higher Education Research (retired)

newbyp@yahoo.co.uk

Margaret (Adenike) Bruce
2A Harpenden Road, London E12 5HJ
Tel: 0208 530 2749 - (Mob) 07474 065 887
Email: niccilegal2000@gmail.com

London South Bank University
 103 Borough Road
 London SE1 0AA

27 September 2015

Email: stevenj7@lsbu.ac.uk

Attn: Mr James Stevenson – University Secretary

Dear Sir,

Vacancies – Independent Governor

I write to apply for the above post. My application is based on my extensive and relevant experience and knowledge gained in a variety of roles at the Commonwealth Secretariat – an international organisation based in London representing 53 countries (www.thecommonwealth.org). As a lawyer I advised the Board of Governors, management and colleague divisions on a wide variety of legal and policy matters. As a Programme Manager, I designed, developed and implemented Commonwealth programmes on justice, human rights, rule of law and development in Commonwealth countries.

I am an accredited and experienced mediator. I was also a governor at Randal Cremer School in Hackney for many years. Since 2006, I have been a member of the Independent Appeals Panel for The Learning Trust in Hackney dealing with education matters such as admissions and exclusions. This has developed my understanding of education issues.

I currently work as Governor Development Advisor for Southwark Council at Tooley Street (SE1P 5LX). I attend the meetings of school governing boards and committees and advise on a variety of issues relating to governance. I am also training to gain accreditation as clerk to governors. In this context, I bring the following:

- **Education** – I am a solicitor of the Supreme Court of England and Wales. I also have a masters degree in international business law and a post-graduate diploma in competition law. Further, I am an accredited and experienced mediator.
- **Working with Governing Body** – I routinely supported and advised the Commonwealth Secretariat board of governors (comprising High Commissioners). I also advised management committee, and boards such as the review board (internal). Further, I supported and advised commonwealth working groups, panels and committees. I was a school governor for many years and have continued to serve as a member of the Independent Appeals Panel for nearly ten year. As a governor development advisor with Southwark Council, I advise school governing boards and related committees. I have developed excellent relationships with governors including Chairs, Executive Headteachers and Headteachers.
- **Engaging effectively with senior stakeholders** – As a lawyer and programme manager at the Commonwealth Secretariat for over twenty years, I routinely advised and liaised with senior

stakeholders across the organisations. I participated at inter-divisional coordination meetings with Heads, Directors and Deputies Secretary General to develop comprehensive strategies for interventions in member countries., I visited countries and conducted assessment in order to recommend the nature of interventions. This resulted in research, technical assistance, capacity development, networks (to share best practice) and other interventions in Commonwealth countries. I worked collaboratively with diplomats, ministers, academics, policy makers, parliamentarians, lawyers, judges, national coordinators, professional bodies, private sector and contractors. Further, I developed partnerships and worked with civil society, regional and international organisations. I developed and maintained constructive relationships and extensive networks across the Commonwealth.

- **Experience of managing project budgets/Commercial mind-set, efficient, with a business-like and delivery-focussed approach** – As programme manager, I routinely to the developing and review of the five yearly strategic plan. I also developed the annual planning documents. I managed annual project budgets of up to eight hundred thousand pounds including extra budgetary resources (EBR). I monitored progress and ensured resource control. I worked with a wide variety of clients and stakeholders. I developed and maintained partnerships in order to deliver comprehensive programmes for Commonwealth countries. Among others, this requires excellent attention to detail, planning and organising skills, efficient and business mindset, and delivery-focussed approach. I dealt with wide ranging mandates relating to justice, human rights, rule of law and development. This requires the ability to learn fast and acquire knowledge quickly.
- **Excellent oral/written communication skills** – I have represented the Commonwealth at many regional and international meetings including UN meetings. I have organised, chaired and participated at many Commonwealth meetings including working group and consultative meetings and ensured that the voices of small and developing countries are heard and their concerns addressed. I routinely appeared before the meetings of the Commonwealth Secretariat Board of Governors (comprising High Commissioners). I also appeared before the meetings of Commonwealth ministers and conducted behind the scene lobbying. These require the ability to influence, negotiate and establish credibility. I prepared a wide variety of documents including papers and reports for senior management, committees, working groups, Board of Governors and ministers. I wrote articles for newsletters and law bulletin. I wrote briefs, talking points and speeches for the Secretary General and his deputies. I also drafted and reviewed policy documents. As such, I have significant experience of evaluating and synthesizing information, formatting communication to target audience and communicate complex matters in simple and clear terms.

As well as the above, I bring other qualities including resourcefulness, versatility, reliability, calm, tact, vision, and time management. These are qualities, which I believe are fundamental to the progressive and effective delivery of the functions of this position. I submit my application and CV accordingly,

Yours faithfully,

Margaret Bruce

Margaret (Adenike) Bruce LLB (Hons) LLM
Solicitor of the Supreme Court of England and Wales

2A Harpenden Road, Wanstead, London E12 5HJ, United Kingdom

Tel: (020) 8530 2749 - (Mobile): 07474 065 887

Email: niccilegal2000@gmail.com

Profile – Margaret is a highly motivated lawyer and mediator. She currently works as Governor Development Advisor for Southwark Council, advising school governing boards and committees. She was a school governor for many years. For nearly ten years, Margaret has served as member of the Independent Appeals Panel for the Learning Trust in Hackney dealing with education issues. She worked for the Commonwealth for over twenty years advising, designing, developing and implementing programmes in Commonwealth countries on justice, human rights, rule of law and development. She has engaged with a wide variety of partners and stakeholders to develop and deliver trainings and technical assistance in Commonwealth countries. She is a tactful and diplomatic person, a problem solver and diligent professional with demonstrated track record and highly developed skills and experience necessary to analyze and manage issues relevant to this position.

PROFESSIONAL EXPERIENCE

2015 – Date - Governor Development Advisor – Southwark Council, 160 Tooley Street, London SE1P 5LX. Responsibilities include keeping up-to-date with educational developments and legislation, liaising with Executive Heads and chairs, providing advise, administrative and professional support to school Governing Boards and related committees.

2010 – 2014 - Legal Officer/Programme Manager – Legal Division, Commonwealth Secretariat, Pall Mall, London SW1Y 5HX – Responsibilities:

- Lead team, design, develop, maintain, oversee and effectively execute project plans throughout the life of assigned projects according to established procedures, channels and success expectations.
- provide advise on wide ranging legal, policy and programme issues. Manage team, develop and update annual workplan through the results based management (RBM) system.
- Monitor developments, identify key policy areas and prepare papers for Commonwealth law ministers to seek mandate for projects.
- Develop and maintain partnerships with local, regional and international institutions including civil society organisations. Strongly engage with partners and stakeholders on areas relating to justice, equality, human rights and rule of law
- Work closely with colleagues and participate at committees and inter-divisional coordination meetings. Represent the Commonwealth Secretariat at external meetings.
- Conduct analysis and communicate clients needs to the team, senior management and partners
- Plan and organise education and training events to advance justice and the rule of law in Commonwealth countries. Develop and disseminate publications.
- Develop and maintain project documents, which define activities, sequence, duration and associated resources among others. Forecast and manage project budget
- Promote high standards of professionalism and leadership throughout the life of projects both within and outside the organisation
- Prepare progress reports, briefings, memos, speeches and talking points for colleagues, Director and senior management.
- Manage and evaluate performance, assess trainings and development needs

- Contribute to continual process and people management innovation, supporting delivery of the Commonwealth projects. Establish clear project parameters supporting the success of all team members

Key Achievements:

- Increased Commonwealth visibility and awareness of issues relating to justice, equality, human rights and rule of law in member countries
- Increased the use of digital to promote open policy and increase transparency
- Incorporated e-learning into development training for justice officials
- Increased the use of technology to promote cooperation and strengthen networks for sharing best practice.
- Increased bilateral partnerships between countries to encourage continuity thus strengthening programme sustainability and maximising resources

2000-2010 Legal Officer/Programme Manager – Law and Development Section, Commonwealth Secretariat, London - Responsibilities

- Provide substantive and strategic advice for the integrated implementation of the law and development policies and programmes for Commonwealth countries
- Monitor developments, identify key policy areas and prepare papers for Commonwealth law ministers to seek mandate.
- Formulate, implement, manage and oversee projects in accordance with identified priorities. Allocate and manage budget. Initiate and manage consultation process with senior officials and Commonwealth Law ministers in assigned areas.
- Plan and organise education and training events on Law and Development issues for justice officials in Commonwealth countries. Develop and disseminate publications.
- Develop and maintain (internal and external) partnerships in support of policies and projects.
- Represent the Secretariat/the Section at meetings and conferences
- Provide leadership on the projects of the Law and Development Section and provide programmatic/substantive expertise in areas mandated by Commonwealth Law Ministers
- Prepare section workplans and report on budget/project performance.
- Evaluate staff performance

Achievements: As above but in areas aimed at promoting the Millennium Development Goals

1990 – 2000 - Case Officer (Mutual Legal Assistance) (Commercial Crime Unit (CCU), Commonwealth Secretariat – responsible for analysing, reviewing and administering the Commonwealth Cooperation Schemes on the administration of justice. Functions included advising on rules, practice and procedure, writing, editing and producing newsletters for distribution, managing casework, conducting investigations, analysing Commonwealth legislation and developing training manuals for practitioners and government officials, as part of programme implementation.

Membership of Professional Association/ADDITIONAL EXPERIENCE –

2007 - Member - Law society of England and Wales.

2006 - Member – Independent Appeals Panel – Learning Trust

2003 – Accredited Mediator Regent’s College (School of Psychotherapy and Counselling) - trained to manage conflict in the context of alternative dispute resolution and provide ways and means of sustaining professional, business or familial relationships within a collaborative context.

2003 – ADR Training by British Council

EDUCATION

- 2008** - **Postgraduate Diploma in EC Competition Law**, (Kings College, London)
2005 - **Legal Practice Course** (College of Law, Store Street, London)
1997 - **LLM (International and Comparative Business Law)**, (London Guildhall)
1995 - **LLB (Hons)**, (University of East London)

PERSONAL INTEREST – Writing, reading, wood carving, tennis and swimming.

REFERENCES -

Ms Katalaina Sapolu
 Director, Rule of Law Division
 Commonwealth Secretariat
 Marlborough House, Pall Mall
 London SW4 9NX

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Dr Rosemary Endeley
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 79 Park Hill
 London SW4 9NX

eml2000@hotmail.com

1 Picton Court
Highview Road
London
W13 0EX

2 October 2015

James Stevenson
University Secretary
LSBU

Dear Mr Stevenson,

Independent Governor Ref: IGOV1

I am retired from full time work but retain links with a number of former clients, acting as adviser to two, as non-executive director to a third and as non-executive Chairman to the fourth. I am also a national committee member of the Climbers Club, perhaps the foremost body of its kind in the UK. I would like to take on a further two NED positions, ideally with one in a voluntary role.

In the last 20 years or so I have worked with a variety of businesses, both small and large from those starting out in business to large multi-national corporates in a role that varied according to need but encompassing coaching, consultancy and advisory on a variety of issues that tended to focus on leadership, strategy and business growth.

I have worked alongside higher education institutions in relation to knowledge transfer both in London (alongside the London Development Agency) and in the South West with the Universities of Falmouth and Plymouth and with Camborne College.

My work has demanded that I earn cooperation from managers and board members alike and I believe that I can bring relevant skills and knowledge to LSBU with an essentially commercial focus whilst recognising the aims and values of the University and its stakeholders – and in that the key phrase might well be in maintaining and growing the provision of opportunity for students, staff and community. The role I have worked in for the last 8 years has been focused on helping people to realise their strengths and create appropriate opportunities for growth.

In addition my role as Operations Manager at the College of North West London focused on the commercial success of the College through bringing in clients and delivering direct training through management programmes in conjunction with the Chartered Management Institute.

I hope that we can explore working together.

J Roger Grimshaw

JOHN ROGER GRIMSHAW

1 Picton Court, Highview Road, London W13 0EX
 T:+44 (0)20 8997 1400 M:07740 493343 E:jrogergrimshaw@gmail.com

EDUCATION

PG Cert Coach-Mentoring and Facilitation, Univ of Chester

A Dip Management, Open University

A Dip Outdoor Development Training, Univ of Lancaster

BA Hons Psychology , Open University

BA Geography, Open University

Cert Education, Univ of Manchester

Accredited SFEDI Counselor

Accredited Counselor

BUSINESS EXPERIENCE**Non-Executive Director, Feritec Ltd**

A growing engineering firm specializing in exploration equipment for harsh environments

May 2015 -

Chairman, Capersidate Ltd.

A recruitment startup with a new take on the recruitment process

April 2015 –

Adviser, Wave 365

Innovative IT company

April 2014 -

Coach/Adviser, Oxford Innovation

EU funded Project to develop SME in Cornwall; Co-author of Coaching for Development (pub. 2014);
 Co-author, GrowBAG coaching programme (private paper for Oxford Innovation); author, Coaching
 in Action Learning Sets (private paper for Univ of Chester)

June 2011 – April 2015

Project Manager, Oxford Innovation

EU funded Project to develop SME in Cornwall. I resigned over a health issue at a sensitive time
 for the Project.

Sept 2009 – June 2011

Leadership Development Adviser, Oxford Innovation

EU funded Project in SE England which raised turnover in the firms concerned by an average of 14%

Aug 2007 – Sept 2009

Operations Manager, College of North West London

Manager of training and outreach unit for the College – close links with London Development
 Agency KT operations and with Thames Valley University KT partners

2004 – 2007

Senior Management Trainer, Dove Nest Group

Management Development and Team Building with large firms (Ernst&Young, Eurotunnel, BT, BMW,
 Land Rover); Director, Executive Strategy Programme; Action Learning Sets, Electrolux, Prison
 Service, Qinetiq

1996 – 1999

Managing Director, Phoenix Group

Management Development, Team building, Personal Development, Leisure programmes – with large
 firms including Pirelli, Royal Mail, Newcastle NHS Trust, Barrow Town Council, Baring Asset
 Management, New Japan Securities, Allied Signal, Pearl Assurance, Kingfisher, Charlie Brown
 Autocentres. To sale to US business partner

1989 – 1996

OTHER EXPERIENCE

Education, manufacturing, armed forces

INDUSTRY SECTORS

Coaching, training, manufacturing, recruitment

FUNCTIONAL EXPERIENCE

Senior Management – Strategic Development

Leadership

Coaching and Mentoring

Entrepreneurship

Marketing and Sales

REFEREES

1. Ms J Grace, Managing Director, Capersidate Ltd, South Crofty House, Tolvaddon Energy Park, Camborne TR14 0HX
2. Ms G Ferris, Director, Feritec Ltd, Kernick Industrial Estate, Parkengue, Kernick, Penryn TR10 9EP
3. Ms E Kells, Director, Cornwall Museums Partnership, Studio 116, Krowji, West Park Redruth TR15 3AJ

To: James Stevenson
 University Secretary
 LSBU, 103 Borough Road
 London SE1 0AA
 02 October 2015
 4th October 2015

Dear James,

Re job reference: Independent Governor (IGOV1)

Thank you for your time to speak to me on the 2nd of October about the aforementioned vacancy. I write to you to apply for this vacancy.

As for my affiliation to LSBU, I was recently selected on the University's Investment Escalator programme as a hi-tech startup SME. I have received significant support and training via the programme and have built interactions with a network of 120 cross-industry SMEs from local micro-commerce, a number of LSBU's academic departments, academia and students. Thus, I have come to intrinsically understand the University, its values, support structures, facilities and industry interactions. I have seen firsthand the University's academic engagements and how various departments address cogent commercial needs in the community and academic subject fields.

As a consequence, I have been inspired to search for an opportunity to contribute back to the University with my industry expertise and business acumen that I believe could benefit the University. This job role describes an ideal opportunity for me to bring my inspiration into reality.

As for my strategic, innovative and partnership industry expertise, I have significant experience developing and launching multinational major projects in e-health technologies & telemedicine, international logistics, fast moving consumer goods, e-commerce international trading platforms, robotics and autonomous systems. My latest project at LSBU's Investment Escalator is in strategic innovation; launching a near communication proximity technology startup to drive key frontline business value-chain information, media.

As a business strategist, I have a history of working with disruptive and classic tech companies driving six and seven figure business models. I hold a solid complex-sales management grounding with strong direct sales, venture capital, innovation, collaboration pedigree and a proven ability to lead people to penetrate organisations at all levels. I have experience excelling at generating new, high value business whilst maximising revenue within the installed base. I am internationally proficient in partnering and running consultative business driven approaches to partner with operations, management and business leaders to help them confidently articulate the strategic and financial impact of enterprise, value solutions and customer engagement.

Currently I have significant exposure collaboratively running commercially-led projects with academia. These include institutes such as:

- Oxford University's Skoll Social Entrepreneurship Centre,
- Brunel University's Innovation Hub & the Central Research Laboratory,
- Royal Holloway University's Information Security Group & Smart Card Centre
- Cranfield University's Centre for Cyber-Physical Systems

Regarding people skills; I do possess exceptional leadership skills, with a high degree of EQ combined with soft skills to working, effectively communicate with people and drive business strategy forward. I have full experience owning high performing, cross-functional innovation teams, with extensive experience in human capital management and communication skills to deal with both, internal and external stakeholders at all levels.

I do believe I possess the background and external commercial exposure to bring to this vacancy to support all stakeholders in driving the University's 2020 vision, mission and direction. I have included my CV, which elaborates my most recent major value-chain projects I have undertaken in branding, product development, innovation consultancy and business strategy. In the event you may wish to obtain any references from LSBU's Investment Escalator regarding myself, please do not hesitate to contact:

Anatasia Marionopoulou

Kajal Gotecha
Alexander Hokin

I would be delighted to have the opportunity to share with you in detail my expertise, skills and experience that I can bring to this position, and share with you some work examples. Please do let me know if you may have any questions or require any further information. Should you wish to contact me via telephone, I am always available on 077 8986 2309.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Vikula Kuruwitage', with a stylized flourish at the end.

Vikula Kuruwitage

Address 16 Maple Court, Acacia Grove, New Malden, KT3 3BX

Mobile 07789862309

Email kuru.one@hotmail.co.uk

Have a wealth of tacit-expertise acquired from cross-cutting industry sectors. Firsthand business start-up and incubation experience to driving strategic agile innovation from concept-to-consumer. Specialist in top 6 disruptive technologies. Hands-on exposure to professional innovation consultation, financial and business model innovation for commercial ventures. Fully experienced in business strategy, systems design, implementation and branding. Proficient in business psychology with excellent interpersonal and stakeholder relationship management skills to deliver at pace.

Key projects recently launched

- e-Healthcare Technologies & Telemedicine platform innovation in conjunction with NHS, HSCIC, Brunel University, DHL Life Sciences, O2, Royal Mail, IBM, EMAKE Labs, US Department of Health & Human Services to service a patient base of 5.4 million p.a for a revenue model of £63 million
- Development of High Footfall Near Field Communication Digital Mobile Application in collaboration with Royal Holloway University, Information Security Group, Smart Card Centre, Barclays Bank in a retail market worth \$10 trillion
- Robotics and Autonomous Systems for Digital Mapping in collaboration with Cranfield University Cyber-Physical Systems, Jaguar Land Rover and Softbank for a market estimated at £400 million
- FMCG retort and ready meals for Singapore Airlines Terminal Service with Faerch Plast, NPAC International, DuPont
- FMCG Cereal Innovation for the Taiwanese Market in Collaboration and Bioland Germany & Cheng Yuan Organic Co, Ltd
- FMCG Holistic Sports Nutrition Innovation in partnership with South Bank Food Technology, Leatherhead Food Research
- FMCG Alternative Therapy Tea Project consumer segmentation with supplier base in India
- Social Enterprise in Blended Business Mentoring with Brunel University, Co-Innovate, Design Plus and Central Research Laboratory to mentor high growth start-ups specialising in 12 disruptive markets to develop UK entrepreneur base.
- Creation of British Food Service in Partnership with Brakes Bros Ltd, carrying 7000 products on a digital platform with integrated vendor services and international logistics distribution

Professional Experience

- **BUSINESS STRATEGIST & INNOVATION CONSULTANT, QINNESSETTE LTD (2010-Onwards) -**
 - Scrum product owner, lean start-up for agile innovation, design for outcomes at MVP, innovation performance measure
 - Responsible for sourcing, outsourcing and procurement for agile business process development and strategic innovation
 - Supplier engagement and management to identify technical capabilities for supplier quality assurance & optimisation
 - Responsible for primary & secondary market research, building product & brand equity, business development
 - Principle collaborator, CRM and stakeholder relationship management, strategic management for collaborative R&D
 - Financial responsibility and effective budget management for innovation, product engineering, development & incubation
 - Consultant for human centred product design, artwork, technology development, systems architecture, advertising
 - Responsible for patents, trademarks, registered design, SQA, regulatory compliances, process and due diligence
 - Quality management in proprietary product issue tracking, compilation of quality statistics, product lifecycle management
 - Market intelligence, performance optimisation, media value measurement for marketing and communicating strategies
 - Working with R&D, innovation and design teams on forecasts and rollout delivery of product and brand strategy
 - Commercial modelling for product development and systems integration in compliance with corporate targets
- **NEW PRODUCT DEVELOPMENT ENGINEER, KNOWLEDGE TRANSFER PARTNERSHIP (2008-2009) -**
 - Lead product development engineer for low carbon actuator technology
 - Lead technologist for photovoltaics and building management systems
 - Brand design and brand equity building of a market estimated at £250 million for a 11% market share
 - Organisational and staff development for new technology take-up and organisation risk management
 - Knowledge transfer management with the University of Salford and the enterprise
 - Management of a team of 6 technicians for product innovation, beta testing and production for technology take-up
 - Management of 3 in-house budgets for development, sustenance and travel
 - Contribution to University technological reviews and scientific publications
 - Coordinating development, reporting analytics, forecast and growth to Innovate-UK innovation grants management
 - Tri-party stakeholder relationship management experience governing product-market-academic fit

● **C4ISR SUBMARINE OPERATIONS, ROYAL NAVY & ROYAL NAVAL RESERVES (2005-2011) -**

- Communication Information Systems mission specialist for the C4ISR group
- Management of submarine intelligence & mission intelligence working in high paced matrix operations
- Group leader for SUBCOM North, Class Leader for CIS, HMS Raleigh graduate in Naval Training and Naval Warfare
- HMS Phoenix training in Basic Sea Survival and Intermediate Sea Survival Training for deployment
- Permanent Joint Head Quarters CIS Submarine Ops leader for MERVEX & HMNB Clyde. Ops Command for Noble Mariner/Joint Mariner Command Task Forces and Command Task Groups
- HMS President C4ISR Group Leader and GSSR
- CIS experience of HMS Vanguard Class & HMS Trafalgar Class Submarines
- HMS Astute Class technology take-up programme management for decommissioning Trafalgar Class Submarines
- HMBS Portsmouth - naval warfare technology operations and training
- Strong team player. Worked with 47 international teams, and have held responsibility for 114 personnel

● **SYSTEMS ENGINEER, AVIONIC SERVICES PLC (2004-2005) -**

- Systems design and development for airport runway lighting and communication systems
- Hands-on experience in systems installation for factory & site acceptance testing and commissioning
- Certified Systems maintenance for NORMARC 7000B Instrument Landing Systems/GP & AGL System and CCR
- Experience working in airport runway flight calibration services
- Responsible for 4 international airports, stakeholder and CRM

● **ASTRONAUTICS RESEARCHER, KINGSTON UNIVERSITY (2003-2004) -**

- Research, analysis, design, development and prototyping of non-chemical propulsion deep space satellites
- Enhanced satellite service periods to drive long term, cost effective deep space & geostationary observation
- Project coordination and knowledge transfer between the European Space Agency & Kingston University
- Matrix operations within the School of Manufacturing, Aerospace & Production to promote faculty research objectives
- Contributing to spacecraft design, bio-mechanics, piezoelectrics and mayo electronics research & publications

Education & Professional Development

- 2013 CPD: Key Person of Influence - Entrevu Personal Branding
- 2013 CPD: Business benefits of Sustainable Design - Brunel University Design Plus & Jaguar Land Rover
- 2013 CPD: From Home-made to Shelf-ready - Brunel University Design Plus & Manufacturing Advisory Service
- 2013 CPD: Innovating Business Model and Business Model Canvas - Brunel University Design Plus
- 2013 CPD: New opportunities for brand innovation for the food and drink sector - Brunel University Design Plus
- 2013 CPD: Brand Strategy: Analyse, Plan, Build - Brunel University Design Plus
- 2013 CPD: Building Brands in the Digital Space - Brunel University Design Plus
- 2010 Onwards, CIMA - Economics, Business Mathematics, Financial Accounting, Management Accounting, Ethics
- 2010 CPD - War Gaming & Strategic Planning - Roland Berger
- 2008, Management & Leadership Level 5 - Momenta AEA Group & the UK Department for Business Innovation & Skills & the Chartered Management Institute
- 2007 CPD: Super Alloys Processing to Performance - Imperial College London
- 2006 Advanced Diploma in Business Administration - London College of Computing and Management Sciences
- 2003 2.1 BEng (Hons) in Aerospace Engineering Technology - Kingston University
- 2001 Certified E-Developer, E-Commerce - IDM Software International

Information Technology Competencies

- MS Office Packages and Mac OS X/OS
- 3D Modeling for engineering design: AutoCAD R4/R5, SolidWorks 2008, Catia V5
- MATLAB, Witness Simulation
- HTML/DHTML, ASP, SQL with Visual Studio InterDev, PWS/IIS
- C++, Java Scripts and Applets
- COBOL, XML and E-Commerce

References

Can be provided on request

MALCOLM WALKER

20 Fathersfield, Brockenhurst, Hampshire SO42 7TH • malcolmwalker.mail7@yahoo.co.uk • 07776201430

27th September 2015

London South Bank University (LSBU)

Dear Sir/Madam,

I would like to submit my application for the position of Independent Governor with your organisation. As a Public Services professional with over 20 years of experience in the education and training sector, I believe I would be an ideal candidate for the position.

My past experience has included college lecturing and management; inspection and assessment and senior regional and national roles in government funding and quality agencies. I have taken responsibility for leading teams, and managing regional and national projects in areas such as developing policy and strategy, quality monitoring and improvement, funding, delivery, and equality and diversity.

During my career, I have applied my proven expertise and dedication to meeting and exceeding all objectives put before me. The following examples from my resume represent some of the benefits I can deliver in this role:

- ✓ *Worked closely with individual public and private sector organisations, employers, and stakeholder bodies to improve performance, identify strengths and weaknesses, undertake effective self assessment, and add considerable value to pre and post inspection and audit outcomes.*
- ✓ *Revised national funding rules, contracting measures, and intervention policies to improve performance and delivery of publicly funded provision.*
- ✓ *Monitored and improved the contracting and delivery of the Further Education and Skills provision in England by fostering and maintaining effective relationships with the Inspectorates and other quality agencies and networks.*
- ✓ *Improved the delivery and quality of Apprenticeships in England, in accordance with ministerial requirements, through authoring and leading the national implementation of the Apprenticeship Quality Plan for England.*

Further examples of my skills and achievements are outlined in the attached document. As an effective leader who exercises innovative problem resolution in order to lead change and sustainable improvement, I am dedicated to partnering with organisations and teams with the same outlook of success. I have always sought to use my position to improve the accessibility of education and the diversity of opportunity to study and attain skills. This has been coupled with a strong emphasis on the need to ensure that wherever education is delivered it should be of high quality, and add real value to the lives of those that take up a learning journey.

As a result of mentoring and monitoring, (both nationally and individually), a very large number of public and private sector organisations I have acquired a significant amount of experience of what works, and the knowledge of the paths to influence, achieve, and sustain valued objectives. I am currently looking to build a mixed portfolio of work in education sector, some of which I wish to do on a voluntary basis. I am particularly keen to get involved in the governance and future growth of an organisation in the Higher Education sector. Having been heavily involved with the education, inspection, and funding agenda at national level for a number of years I would like to use that experience to support the University in the journey and challenges of achieving influence, and achieving challenging targets and solutions.

I look forward to the opportunity to meet with you and discuss how I can meet the demands of this role in order to advance the overall mission of your organisation. Thank you for your consideration.

Sincerely,

Malcolm Walker

MALCOLM WALKER

20 Fathersfield, Brockenhurst, Hampshire SO42 7TH•malcolmwalker.mail7@yahoo.co.uk• 07776201430

Career Summary

A dedicated Public Services professional with over 20 years of experience effectively managing teams and projects at a national and regional level to ensure high quality delivery, expert support and challenge, as well as equality and diversity impact. Highly skilled at leading change and sustainable improvement at a national and organizational level within the public and private sector. An innovative and creative thinker with the ability to bring a decisive approach to identifying strategic and operational improvements, problem solving and action planning, as well as positioning organisations to establish their brand and maintain preferred contractor status. An articulate communicator skilled in public speaking and relationship building at all levels with government departments, public and private sector organisations and stakeholder bodies with a track record of bringing added value to national and regional boards, governance bodies, and management committees.

Skills Summary

- Public Service Contracting
- Government Funding & Grants
- Public policy & Positioning for Growth
- Strategic Business Planning
- Education & Skills Delivery
- European Social Fund
- UK & World Skill Standards
- Third Sector funding/quality
- Assessment and Inspection
- Support & Challenge
- Outcome Improvements
- Risk & Budget Management
- Equality & Diversity
- Team Management
- Relationship Building

PROFESSIONAL EXPERIENCE

2012 to 2015: NATIONAL APPRENTICESHIP SERVICE – *National Head of Quality Assurance*

Executive agency within the Government Department for Business Industry and Skills - responsible for the funding, brand status, employer engagement, and contract management of Apprenticeships and Skills in England.

- ✓ Improved the delivery and quality of Apprenticeships in England in accordance with ministerial requirements through the development and implementation of the National Apprenticeship Quality Plan.
- ✓ Amended national funding rules, contracting measures, and intervention policies to improve performance and value of Apprenticeships and Skills training.
- ✓ Provided expertise in quality and performance to World & UK Skills, sector conferences, and workshops.
- ✓ Acted as the quality lead for the Richard Review and the subsequent national consultation on Apprenticeship reform
- ✓ Led reviews of Apprenticeship Frameworks and delivery in England producing action plans to bring about improvements in the skills offer, quality of delivery, and the selection of approved providers.

2009 to 2012: SKILLS FUNDING AGENCY – *National Head of Quality Systems, Equality & Diversity, Health & Safety - Executive agency of the Government Department for Business Industry and Skills – responsible for the funding, policy, contract management, and promotion of Training and Skills in England.*

- ✓ Established national policies, procedures and standards for Quality, Equality and Diversity, and Health & Safety for the SFA from its inception as an agency in 2009.
- ✓ Monitored and improved the contracting and delivery of the Further Education and Skills provision in England by fostering and maintaining effective relationships with the Inspectorates and other quality agencies and networks.
- ✓ Responsible for the monitoring and intervention of education and training delivered by 1800 colleges, private providers, specialist providers, and employers with a total funding budget of £4.3 billion per annum.
- ✓ Advised and supported organisations failing inspection, requiring improvement, or wishing to sustain high quality outcomes.
- ✓ Played a significant role in the national operational and strategic planning for maintaining and improving standards and social inclusion in education and training.

2004to2009: LEARNING AND SKILLS COUNCIL ENGLAND– *Regional Director of Learning and Quality (Southern England) - Crown agency of the Government Department DfES – responsible for the planning, funding, and management of Further Education, Training, and Skills in England.*

- ✓ Increased participation in line with the DfES Skills Strategy by leading the commitment to deliver high quality, cost-effective education and training provision.
- ✓ Responsible for the quality, social inclusion impact, and safety of further education and training in the South of England, and served as a National Quality Board member for funded provision exceeding £10 billion per annum.
- ✓ Managed the regional funding to provide services to individuals with learning disabilities both improving and simplifying the allocation and placement process.
- ✓ Improved regional Provider Performance, Health and Safety accountability, and Equality & Diversity impact measures through the institution of peer and executive groups and the implementation of a quality improvement strategy.
- ✓ Supported and mentored individual Colleges, 6th Forms, Private Providers, Specialist Colleges and Employers to undertake accurate organisational self assessment, pre and post inspection planning, and fund improvement projects.
- ✓ Led the wind down and closure of national LSC Quality, Equality and Diversity and Health & Safety processes and the transition to the new Skills Funding Agency.

PREVIOUS EXPERIENCE

BROCKENHURST TERTIARY COLLEGE, <i>Head of Business, Technology, and ICT</i> (Associate Consultant Inspector for the Adult Learning Inspectorate and Ofsted)	1986-2004
PLESSEY DEFENCE SYSTEMS, <i>Senior Operations Team Leader – Defence Systems</i>	1981-1986
MANOR FARMS ESTATE, <i>General Manager (Agriculture)</i>	-1981

EDUCATION, CERTIFICATION, & TRAINING

Bachelor of Honours Degree 2:1 Humanities

National Diploma in Agricultural Studies with Distinction

'O'Level GCE (now GCSE) English, Math, History, Physics, Chemistry, Music, Religious Studies, Eng, Tech Drawing

PROFESSIONAL DEVELOPMENT/COMMITTEE MEMBERSHIPS

- Ex Associate Consultant Inspector for the Adult Learning Inspectorate and Ofsted
- Secure Registrar Status – Ministry of Defence documentation and computer files
- Computer Operations and Systems Operations training
- Continued professional development in Equality & Diversity and Health & Safety
- Member of numerous national boards and committees. For example: Joint Consultative Council, Southern Enterprise Board, National Quality Group, DWP Equality and Diversity Advisory group.
- Frequent organizer and/or speaker at national, regional and local events and forums

PERSONAL DEVELOPMENT

- University of Sterling – Cognitive Psychology
- University of York – Modern Literature
- University of York - First & Second World Wars
- University of Norwich – Third World Development
- Royal Holloway and London University – Victorian Social& Cultural History
- Royal Holloway and London University – Victorian Religion
- Ex Arts Director (voluntary) – Brockenhurst Hall and Theatre Trust
- Active supporter of the Countryside Education Trust and English Heritage

Category 3

Recommendation: do not meet criteria

Dear Sir/Madam,

I would like to apply for this position as I have experience in such a field. My BSc degree includes Management and Marketing modules, which is essential for such a role. Moreover, I am experienced enough in various roles such as Marketing and HR employee at Reiffaisen Bank, Letting Consultancy and I also have very strong verbal skills which are always combined with my friendly personality and this in fact is the key of my success. In addition, I am organized and reliable employee who will work extra hours in order to satisfy the team. I am willing to meet new people and to learn from them.

P.s. I truly believe that I can handle the job and face the difficulties accompanied it.

Best Regards,

Stefani Kopach

STEFANI KOPACH

07835343747

stefanikopach@yahoo.co.uk

A confident and dedicated Management and International Business graduate seeking a challenging role within the business development industry. I am goal-driven, with excellent communication and negotiation skills, I have experience both working as part of a team and on my own initiative.

EMPLOYMENT HISTORY

Front Desk Assistant, Real Estate Agency 'New Let' , United Kingdom Sept 2014 – May 2015

- Managing online marketing platforms
- Preparing financial statements
- Liaising with clients and arranging property viewings
- Presentations of new products
- Organising advertising events
- Project management within the latest company's activities
- Meeting corporate sales targets
- Work in a busy environment
- Successful negotiations
- Managing complains and tense situations
- Work with LetMc Software
- Sorting out EPCs
- Establishing and maintaining relationships with local competitors

Sales Assistant, Jagermeister, Bulgaria May 2013 – Sept 2013

- Product promotions
- Preparing new marketing campaigns
- Participating in the creation of new projects
- Assisting the executives in giving presentations to the manager
- Taking part of the organisation and implementation of the campaigns
- Project coordination within the last activities

Corporate Researcher, Lukoil Refinery, Bulgaria
July 2013 – August 2013

- Analysing financial data
- Planning and forecasting
- Liaising with all departments
- Consulting
- Negotiations with oil and gas suppliers
- Participating in the creation of a new methods for maximizing the performance and the profitability of the company
- Dealing with the transportation of the barrels

HR/ Marketing Assistant, Raifessen Bank, Bulgaria
June 2013 – July 2013

- Writing business policy
- Recruitment
- Maintaining employee records
- Negotiating with staff and their representatives
- Working closely with Marketing Department
- Cooperation with Directors
- Improving the customers satisfaction

Sales Assistant, Real Estate Agency ‘Re Ins Bulgaria’
July 2011 – August 2011

- Preparing financial statements
- Managing the company’s accounting software
- Arranging client property viewings
- Meeting potential buyers and convince them to invest in a particular property

EDUCATION

King’s College London , MSc Sustainable Cities – September 2015 – Expected Graduation date – May 2017

Dissertation in Sustainable Cities, Practising Social Research and Methods for Environmental Research; Understanding and Managing Urban Aquatic and Terrestrial Systems; Advanced Quantitative and Spatial Methods in Human Geography; Disasters and Development, Health, Lifestyles and Cities

**Royal Holloway University of London, BSc Management with International Business (2:1)
Sept 2012 - June 2015**

Human Resources, Accounting, Business Analysis and Decision Making, Business Statistics, Communication Skills, Organizational Behaviour, Reflexivity, Study and Transferable Skills in Employment, Strategic Management, Marketing, Advertising, Asia Pacific Business, The Global Economy

**Geo Milev, English Language Medium School
Sept 2007 – June 2012**

- Bulgarian Diploma for Higher Education – The Highest mark
- IELTS: 6.5

OTHER SKILLS/ ACHIEVEMENTS

- Fluent in English and Bulgarian. Competent in Russian.
- Intermediate level in Microsoft Word, Microsoft Outlook, Excel, Power Point
- Public speaking and giving presentations
- Ability to adapt to work with multi-cultured team
- Driving License

INTERESTS

- IT
- Real Estate
- Business Development
- Health Care
- Marketing
- Eastern cultures
- International Relations
- Event Management
- PR

REFERENCES AVAILABLE UPON REQUEST

DR RUSSELL ONG

Flat 20, 8 Newton Street,

London WC2B 5EG

Tel: +44 20 7681 0926

E-mail: Russell_Ong@hotmail.com

2015 Sep 21 (Mon)

Human Resources
London South Bank University

Dear Sir,

Independent Governor IGOV1

I would like to apply for the aforementioned post. My employment in the higher education sector ended on 2014 December 31 due to institutional restructuring. I possess strong leadership skills and I am confident of making a strategic contribution to your organisation. I am particularly interested in governance issues. I am currently competing for trustee/governor roles in higher education institutions as well as registered charities.

Administration Excellence

Previously, I had contributed to the Faculty of Humanities and Social Sciences, University of Strathclyde in three main ways:

I was on the Academic Quality Committee, which oversaw quality assurance issues such as new class/course proposals.

I was on the Student Feedback Committee, which focused on ways to improve the student experience, in terms of pastoral care, feedback, assessment etc.

I was on the Academic Appeals Committee, which dealt with student appeals against decisions made by the Board of Examiners.

At the School level, I had been the Year Two/Year Three course co-ordinator. This role involved advising students on exchange programmes, choosing courses, counselling etc.

At the national level, I am a mentor under the Scottish Trade Union Congress' 'One Workplace Equal Rights' project. Funded by the BIG Lottery Fund, this project seeks to tackle systemic barriers to progression for black and minority ethnic (BME) staff in the Scottish higher education sector. I firmly believe that mentoring skills are vital to the overall improvement of an organisation.

I have a MBA in Higher Education Management at the Institute of Education, University of London.

The modules for the MBA (180 credits in total) were:

- Dissertation: Strategic management of internationalisation strategies in higher education (60 credits, core)
 - Strategic Management in Higher Education (30 credits, core)
 - Financial Management in Higher Education (30 credits, core)
 - Management of Teaching and Research in Higher Education (30 credits, core)
 - Advancing Coaching and Mentoring Practice In and Across Organisational Contexts (30 credits, non-core)
-

In 2011, I had competed for the vacant posts of Head of School of Government and Public Policy at the University of Strathclyde and Head of Social Sciences, Kingston University but was unsuccessful on both occasions. In 2012, I was interviewed for the Head of School post and for the post of Associate Dean (postgraduate), Faculty of Humanities and Social Sciences at my University. In 2013, I applied for the post of vice dean (internationalisation) but was not successful.

I am able to think strategically about management issues in higher education as well as in the wider public sector. For instance, I had outlined my vision for the School of Government and Public Policy several years ago. From the perspective of restructuring and centralisation since 2010 August 1, I put forward plans for the School to be more fully integrated with the Faculty. At this point in time, it appears that most of the functions performed by the Faculty are still being duplicated at the School level. For instance, it is inefficient to continue with safety, disability or ethics committees at the School levels because such duties could be more efficiently performed by the Faculty. I also detailed several challenges in achieving greater integration with the Faculty, which had been outlined by the University Merger Implementation Group (MIG) in 2009-2010. These included managing change as support and academic staff often resent being absorbed by a larger entity, that is, the Faculty.

I had also put forward some proposals for improving efficiency, which built on some positive developments since the formation of the Faculty on 2010 August 1. For instance, budgets are now managed at the Faculty level. This is a positive sign as fewer budget holders result in operational efficiencies and enhanced transparency. Moreover, management of research activities at the Faculty level have consolidated with the setting up of the Research and Knowledge Exchange Team (RaKET). In particular, a centralised system ensures efficient control and processing of research/knowledge exchange grant applications. At a higher level, improved coordination between RaKET and the University Research and Knowledge Exchange Team is vital, particular in terms of achieving success in the Research Excellence Framework (REF) 2014. Most important of all, the biggest area of improvement in the Faculty is the centralisation of support staff since 2010 August 1. This meant that support staff are no longer recruited and managed at the School level so the Faculty could deploy such staff across various Schools to improve efficiency when needed and achieve cost savings.

I had set out my vision for the School of Government and Public Policy as one that is fully integrated with the Faculty, as outlined by the MIG Group. Such an outcome will lead to economies of scale, resulting in cost savings and in the long run financial sustainability. More importantly, it will improve enhance the reputation of the Faculty in terms of teaching and research, which are the core activities of higher education institutions. As for third-stream activities, a centralised Faculty will be better placed to tap opportunities in this area, in an era where higher education institutions are constantly searching for additional income streams. I believe that to a large extent, the strategies which I have outlined can be applied to enhancing teaching, research and third-stream activities at your institution as well.

Research Excellence

I have a proven track record of research excellence in International Relations and Asian Studies. My research interests straddle both these subject areas. More specifically, my expertise lies in international relations, international security, international politics of Asia, Asian security, Asian politics and international relations of China.

My third book was *China's Strategic Competition with the US* (London: Routledge, October 2011); a Chinese version, Russell Ong, *中共與美國的戰略競爭* (李柏彥譯, 臺北市: 中華民國國防部政務辦公室, 2013) was published by Taiwan's Ministry of Defence. Overall, this publication reinforces my position in the field of International Relations of Asia on both sides of the Atlantic.

I had been a holder of the University of Strathclyde's John Anderson Research Excellence Fund, which totalled £50,000. My recent external grants applications included those to the Leverhulme Trust and Economic & Social Research Council (ESRC). My latest grant application was to the Leverhulme Trust (fEC £311,945, funder contribution £141,165)(pfact No 11080) in the second half of 2014.

Teaching Excellence

I am a fellow of the UK Higher Education Academy. I am fully committed to teaching at both undergraduate and postgraduate levels, and have always received top ratings from students. Recently, I had convened a BSc class in *Chinese Politics*, a BSc class in *An Introduction to International Relations* and a MSc class in *International Institutions*. In the large BSc class in *An Introduction to International Relations*, I conducted all the tutorials – 16 groups in total - and attendees indicated that this enhanced their student experience substantially. I can contribute to the teaching of a range of modules at both undergraduate and postgraduate levels at your institution.

Moreover, I have vast experience teaching international students, especially during my time at SOAS and University of Manchester. As an international student in the early 1990s, I fully understand the problems faced by overseas students entering British higher education for the first time. Hence, I regularly offer special counselling sessions for international students – both undergraduates and postgraduates - to help them adjust to the British higher education system more quickly. I command the respect of students from different backgrounds; they regard me as a confidante/mentor who can help their with career development beyond University life. Enhancing the student experience is one of my lifelong goals and this is vital in an era of fee-paying UK customers.

Please consider my application. Thank you and best regards.

Yours Faithfully,

Dr Russell Ong

CV - STRICTLY CONFIDENTIAL**DR RUSSELL ONG**

1. Flat 20, 8 Newton Street, London WC2B 5EG, Tel: (020) 7681 0926

E-mail: Russell_Ong@hotmail.com

2. Flat 3/1, 45 Mitchell Street, Glasgow G1 3LA (Under offer)

WORK EXPERIENCE

Sep 2007- Dec 2014 Lecturer B, University of Strathclyde

Sep 2006- Sep 2007 Lecturer in Chinese politics, University of Manchester

Sep 04-Sep 07: Sessional lecturer, School of Oriental and African Studies (SOAS)

Mar 01-Sep 04: Editor, Reed Business Information Ltd, UK

Jun 97-Feb 01: Editor, Thompson Stanley Publishers, UK

Oct 97-Apr 98: Editor, Asia-Pacific, BBC Worldwide Monitoring, UK

Dec 94-Sep 95: Editor, The Straits Times, Singapore Press Holdings

Mar 88-Jun 90: Medic, Singapore Armed Forces

EDUCATION BACKGROUND

1990-1993: BSc (Econ), First Class Honours (University of London)

1993-1994: MSc International Relations (The London School of Economics & Political Science)

1995-1999: PhD "China's Security Interests in the post-Cold War era" (University of Hull)

2010-2012: MBA in Higher Education Management, part-time (Institute of Education, University of London)

PROFESSIONAL QUALIFICATIONS

Fellow of Higher Education Academy

Postgraduate Certificate in Advanced Academic Studies (60 credits), University of Strathclyde, 2008

- Module: Learning, Teaching and Assessment (LTA) in Higher Education (30 credits)

- Module: Supervising Postgraduate Research (15 credits)

- Module: Professional Development Planning (15 credits)

PROFESSIONAL ACTIVITIES

Founder of the British International Studies Association (BISA) Working Group on Asian Security (Group Convenor, 2007-2009)
 Reviewer for journals *Review of International Studies*, *International Relations of the Asia-Pacific*, *China: An international Journal*, *Pacific Review*, *Asian Journal of Political Science* and *Cooperation and Conflict*
 Manuscript referee for academic publishers Routledge, Macmillan and Peter Lang
 Conducts briefings at Cabinet Office
 Contributed to Oxford Analytica's *Daily Briefing*

PROFESSIONAL MEMBERSHIPS

Member of the *British International Studies Association (BISA)*
 Member of the *International Studies Association (ISA)*, USA
 Member of the *Hong Kong Political Science Association (HKPSA)*
 Member of the *Asian Studies Association of Hong Kong (ASAHK)*

LANGUAGE SKILLS

Chinese (Mandarin) - native level. Chinese dialects – Hokkien, Teochew, Cantonese.
 Basic French.

PERSONAL DETAILS

DOB: 23 February 1969, UK homeowner, UK citizen. Last salary £47,328.00. Three months' notice period.

PUBLICATIONS

Books

Russell Ong, *China's Security Interests in the post-Cold War era* (London: Curzon Press, 2001).

Russell Ong, *China's Security Interests in the 21st Century* (London: Routledge, 2007)

Russell Ong, *China's Strategic Competition with the US* (London: Routledge, 2011)

Russell Ong, *中共與美國的戰略競爭* (李柏彥譯, 臺北市: 中華民國國防部政務辦公室, 2013) Chinese version

Journal articles

Russell Ong, "Japan and China's security interests in the post-Cold War era," *East Asia: An International Quarterly*, vol. 16, no. 1 (Spring 1997), pp. 44-64.

Russell Ong, "North Korea's enduring importance in China's security interests in the post-Cold War era," *Asian Journal of Political Science*, vol. 8, no.1 (June 2000), pp. 47-64.

Russell Ong, "China's security interests in Central Asia," *Central Asian Survey*, vol. 24, no. 4 (December 2005), pp. 425-439.

Russell Ong, "China, US and the North Korean issue", *Asia-Pacific Review*, vol. 13, issue 1 (May 2006), pp. 118-135.

Russell Ong, "China and the US war on terror", *Korean Journal of Defense Analysis*, vol. 18, no. 2 (Summer 2006), pp. 95-116.

Russell Ong, “Peaceful evolution, regime change and China’s political security”, *Journal of Contemporary China*, vol. 16, no. 53 (November 2007), pp. 717-727.

Russell Ong, “South Korea and China’s security objectives in East Asia”, *Asia-Pacific Review*, vol. 15, no. 2 (November 2008), pp. 102-119.

Russell Ong, “China’s strategic convergence with Russia”, *Korean Journal of Defense Analysis*, vol. 21, no. 3 (September 2009), pp. 315-328.

Russell Ong, “Taiwan’s strategic options and the US”, *Asia-Pacific Review*, vol. 17, no. 2 (November 2010), pp. 56-75.

Book Chapters

Russell Ong, “China’s security interests in Central Asia” in Mingjiang Li (ed.), *China's International Relations in Asia* (London: Routledge, 2009)

Russell Ong, ‘China’s relations with Central Asia’ in Emilian Kavalski (ed.), *The Ashgate Research Companion to Chinese Foreign Policy* (Farnham: Ashgate, 2012)

RESEARCH GRANTS - EXTERNAL

British Academy - Stipendiary visiting research award to Academia Sinica, Taiwan, Mar-Apr 2006 (4 weeks)

Taiwan’s Ministry of Education - Stipendiary 2005 Taiwan Studies Research Fellowship to Taiwan, Dec 2005 – Jan 2006 (3 weeks)

Lee Hysan Foundation (Hong Kong) - Stipendiary Visiting Fellowship to the Chinese University of Hong Kong, Jun-Sep 2006 (3 months) – eventually did not take up due to work commitments

RESEARCH GRANTS - INTERNAL

University of Strathclyde - John Anderson Research Fund, £50,000 (2007-2014).

RELEVANT MEDIA WORK

Russell Ong, Interview on “Sino-Indian relations” by BBC World Service Radio’s “Analysis” programme, 13 November 2006.

Russell Ong, Interview on “Sino-US relations” by BBC World Service Radio’s “Analysis” programme, mid-November 2005.

PRESENTATIONS AT CONFERENCES/SEMINARS

“US and the challenge of North Korea’,” at the “Domestic and International Dimensions of Security on the Korean Peninsula” Conference, University of Swansea, 1 June 2007.

“China’s policy towards the Korean Peninsula”, Cabinet Office, Whitehall, 12 Oct 2006.

“China’s response”, “Contrasting responses to the US war on terrorism: perspectives from Europe and Asia” conference, University of Nottingham, 28 Jun 2006

“The evolving impact of major players and NATO’s ambitions - China, a less silent partner,” North Atlantic Treaty Organisation (NATO) Defense College’s 15th Partnership for Peace conference, 11-13 June 2006, Istanbul, Turkey.

“China and the war on terror: countering US unilateralism,” University of Westminster staff seminar, 6 Dec 2005.

“Western culture and China’s national security” at the University of Nottingham’s annual British Association for Chinese Studies conference on 15/16 Sep 2005

"Sino-US relations" at the University of Leicester's "American Foreign Policy" Conference on 23rd & 24th March 2005.

“China’s Future Strategic Orientation” at staff seminar organised by the Institute of Defence and Strategic Studies, Nanyang Technological University, Singapore on 6 Jan 2000.

“North Korea’s enduring importance to China” at the “China's Future Strategic Orientation" Conference organised by Royal United Services Institute, London on 6 December 1999

“Sino-North Korean relations in the post-Cold War era” at the "China in the New Millennium" Conference organised by the Association of Chinese Political Studies at American University, Washington DC on 6-7 November 1999

“China as a regional power: constructive role in regional security” at the MacArthur Foundation’s “Regional Security in a Global Context Annual Conference” at Wilton Park on 21-25 April 1997.

REFERENCES (Please contact the first three referees initially)

Professor Christopher Coker, Department of International Relations
The London School of Economics & Political Science, Houghton Street, London
WC2A 2AE, Tel: 020 79557387, c.coker@lse.ac.uk. Fax: 020 7955 7446

Professor Noel O’Sullivan, Department of Politics and International Studies,
University of Hull, Hull HU6 7RX, Tel: 01482 465757, N.K.OSullivan@hull.ac.uk,
Fax: 01482 466208

Professor Eric Grove, Department of History and Politics, Liverpool Hope University,
Hope Park, Liverpool L16 9JD. Tel: 0151 291 3318, Email: grovee@hope.ac.uk

Professor Inderjeet Parmar, Professor, Department of International Politics, City
University London, Northampton Square, London EC1V 0HB, Tel: 020 7040 4517,
Email: Inderjeet.Parmar.1@city.ac.uk

Professor Anthony McGrew, Executive Dean, Faculty of Humanities and Social Sciences, 340E Lord Hope Building, University of Strathclyde, Glasgow G1 1XQ. Tel: 0141 444 8401, hass-deansoffice@strath.ac.uk

Professor Sudipta Kaviraj, Department of Middle Eastern, South Asian, and African Studies, Columbia University, 116th Street and Broadway, New York, NY 10027, New York, USA, Tel: +1 212 8540714, E-mail: sk2828@columbia.edu

Professor Stephen Chan, Dean, Faculty of Law and Social Sciences, The School of Oriental & African Studies (SOAS), University of London, Thornhaugh Street, Russell Square, London WC1H 0XG, Tel: 020 7898 4655, sc5@soas.ac.uk. Fax: 020 7898 4559

Professor Peter Scott, Faculty of Policy and Society, Institute of Education, University of London, 20 Bedford Way, London WC1H 0AL, 020 7612 6363/6048 p.scott@ioe.ac.uk, Fax: 020 7612 6632

TEACHING COURSES

1. BSc/MSc International Relations
2. BSc International Relations Theory
3. MSc International Institutions and Regimes
4. BSc/MSc International Security Studies
5. MSc International Relations of the Asia-Pacific
6. MSc China and International Politics
7. MSc/BSc Chinese Politics
8. Taiwan's Foreign Relations (half unit)
9. Foreign Policy Analysis
10. Asian Politics

CURRENT RESEARCH PROJECTS

- China and the Northeast Asian great powers
- China's strategic competition with the US
- Taiwan's strategic options in the post-Cold War era
- The implications of tripolarity in Central Asia
- China and the US-Japanese alliance
- China and security on the Korean peninsula
- The Sino-Russian strategic partnership
 - China's policy towards Africa
 - China's policy towards the EU
- China's strategic interests and South Asian security

a. Objective:

I'm seeking a challenging career opportunity in a well-established and reputable organization that would utilize and enhance my business skills, help me having experience from successful market player, and improve my profit.

b. Personal Data:

Name : Yasmine Mohamed Fouad Rohayiem

Date of birth : 22/1/1986

Nationality : Egyptian

Marital Status : Single

NID no. : 28601222103788

Address : 15 Mahmoud Amer st., Haram, Giza

Phone No. : 02/ 35850067 – 35862071

Cellular : 01002255440

E-mail : yasmine.moh86@yahoo.com

Yasmine.fouad@cibeg.com

c. Education:

School : Saint Joseph Language School- Zamalek

University : Cairo University

Faculty : Faculty of Economics, and Political Science-English section

Graduation year : June 2007

Major : Political Science

Minor : Public administration

Grade : Very Good – With degree of honor.

d. Language Skills:

Arabic : Mother tongue

English : Excellent (Fluent) (Local Toefl & international Toefl 2011)

French : Good

e. Computer Skills:

Windows 95, 98, XP, Word, Excel, Internet, SPSS.

f. Summer Internship :

- | | |
|------------------------------|---------------------|
| 1) Misr Bank (Dokki Branch): | 1/7/2004 – 1/8/2004 |
| 2) Arab Bank (Haram Branch): | 1/7/2005 – 1/8/2005 |
| 3) Arab Bank (Dokki Branch): | 1/7/2006 – 1/8/2006 |

g. Working experience:

Currently: working at CIB (Commercial International Bank, Egypt): Retail- Credit Assessment Fulfillment Unit (Credit cards and personal loans):

- Retail Credit Analyst (Credit cards) 11/2007 - 9/2008
- Retail Credit Reviewer (Credit cards) 9/2008 – 10/2011
- Retail Credit Analyst (Personal Loans) 10/2011- 6/2012
- Retail Credit Analyst (Personal Loans & Auto loans) 6/2012- 10/2012
- Personal loans (credit reviewer, quality and control specialist) 11/2012 – till now.

H. Masters: Masters of Business Administration - (from Dec 2011- till Dec 2013)

University Edinburgh Business School –Harriot Watt University

Location: Edinburgh - Scotland

I. Courses:

- Advanced- Anti-Money laundry (Nov - 2008) - (Egyptian Banking Institute)
- Intensive Bank Risk Analysis (July - 2010) - (DC Gardner Training in Finance)
- Coaching For Effective Performance (Oct - 2010) - (Solution Training & Education Programs- STEPS)
- Communication Skills (April - 2012) - (Commercial International Bank)
- Business Etiquette Passage To Professionalism (Sep – 2013) – (Protocol & Etiquette Academic Centre of Excellency –Middle East) (PEACE)
- Consumer Credit module) (Nov – 2013) – (Commercial International Bank)

J. Professional Skills:

- Good interpersonal relation.
- Ability to perform and handle duties under work stress.
- Ability to work for long working hours.
- Good communication skills.
- Efficient in planning and implementing programs.
- Handling customers' complaints and quires.
- Self motivation and ambitious.
- Well organized.

Recruitment of independent governors – October 2015

Draft plan and timetable:

Advertise on the LSBU website, Guardian online and Sunday Times online for two weeks	19/20 September
Closing date for applications	4 October
NomCom to review applications	21 October
NomCom to meet shortlisted candidates	w/c 26 Oct (dates to be confirmed)
Governance team to undertake due diligence on candidates	Early November
NomCom to recommend appointment of selected candidates	Early November (date to be confirmed)
Appointments Committee to appoint candidates (by conference call)	Early November
First Board meeting for new governors	21 November

Professional skills (Collective)

Skill Area	Description	JC	AO	SBa	SBI	DDSP	NG	CH	HM	KM	MLN	JS	Total	Desired total	On target?
		2019	2017	2017	2019	2015	2018	2019	2017	2019	2017	2015			
	Term ends	2019	2017	2017	2019	2015	2018	2019	2017	2019	2017	2015			
	Term	2	2	2	1	1	1	1	1	1	1	1			
Essential Skills that all governors should possess															
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of LSBU and relevant government policy	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Policy Development	Ability to identify key issues for LSBU and develop appropriate policies to define the parameters within which the organisation should operate	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Financial Performance	The ability to analyse key financial statements	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to critically assess financial viability and performance	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to contribute to strategic financial planning	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to oversee budgets and the efficient use of resources	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to oversee funding arrangements and accountability	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Risk and Compliance oversight	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Executive management	Expeirience at an executive level including the ability to appoint and evaluate the performance of the CEO and the senior executive managers	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Essential Skills for the Board to possess but not required of every governor															
Corporate Governance	Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).	1	1	1	1			1	1		1	1	8	6	●
Qualifications	Qualifications and experience in accounting or finance		1	1	1	1						1	5	3	●
	Qualifications and experience in the legal profession							1					1	1	●
Human Resources	The ability to oversee strategic HR management including workforce planning and employee and industrial relations	1		1					1		1		4	3	●
Commercial Experience	A broad range of commercial/business experience	1	1	1		1		1		1		1	7	5	●
Public sector / not for profit experience	A broad range of experience in the public or not-for-profit sectors	1			1		1		1		1		5	2	●
Education	Knowledge, experience and networks in higher education	1					1		1			1	4	3	●
	Knowledge, experience and networks in education				1		1		1				3	2	●
Estates management	Experience in developing estates strategies and managing estates projects									1			1	1	●
Community links	Links to LSBU's local community	1		1					1	1	1		5	1	●
Health	Knowledge and experience in health and networks in health and the NHS	1							1				2	2	●

Diversity of the Board of Governors, 2014/15*Confidential***Gender**

	Male	Female	% Male	% Female
Independent Governors	7	4	64%	36%
Internal Governors	2	1	67%	33%
Total	9	5	64%	36%

Ethnicity

	White	BME	% White	% BME
Independent Governors	8	3	73%	27%
Internal Governors	2	1	67%	33%
Total	10	4	71%	29%

Age

	18-29	30-39	40-49	50-59	60+	% 20-29	%30-39	%40-49	% 50-59	%60+
Independent Governors	0	0	1	5	5	0%	0%	9%	45%	45%
Internal Governors	1	0	2	0	0	33%	0%	67%	0%	0%
Total	1	0	3	5	5	7%	0%	21%	36%	36%

