

**Glenrose
West Hoathly
West Sussex, RH19 4QE**

James Stevenson Esq
The University Secretary
London South Bank University
90 London Road
London SE1 6LN

27th October 2011

Dear Mr Stevenson

Independent Governor

I write to apply for the post of Independent Governor, as recently advertised in the national press. I attach my CV. After a long professional career raising capital for the publicly funded sector in the UK I am now in a position to devote some time to non executive roles in areas with which I am familiar, one of which is higher education. The person specification and my experience and knowledge is addressed as follows:-

Strong personal commitment to higher education and to the aims and values of LSBU Since my own time as an undergraduate I have maintained a strong belief in access to higher education regardless of background. From the mid 1990s I have been able to demonstrate this by raising capital, as part of my business, for universities across the UK, particularly the new universities and have visited more than half of them at VC and chief officer level; also I have visited the principal universities in Ireland and Australia. I follow closely developments in UK higher education both from an administrative and academic standpoint. The relationships and tensions between teaching, research and administration is something I have been familiar with since the 1970s when I was first involved in Durham University, as student representative on various committees of University Council and Senate. I understand the impact of the change in public funding for universities from HEFCE dependence to a student fee based structure. I have visited LSBU several times and would be proud to be associated with its Vision – ‘ To be the most admired UK university for creating professional opportunity. We intend to be a source of pride to our students, our staff and the communities we serve’.

Experience of operating at a strategic level In my CV I outline the details of a successful City career over nearly 35 years, including my appointment to the main board of a very substantial company some ten years ago. Heading the Irish operation of a business at 29 and a succession of appointments at senior level in a small number of multinational finance houses, including the UK main board of the largest money broker in the world by 45, whilst continually trading for my own account during one of the most insecure and turbulent thirty five years in the UK’s economic and banking history. I believe that this experience demonstrates outstanding levels of professionalism and creativity and the ability to lead and innovate culture change.

Commitment to continuous personal improvement Fully conversant with current technology in the workplace, daily reader of the broadsheet newspapers and avid reader of books on a wide variety of topics. A weekly reader of specialist periodicals, including the THES. I have been a member of the Institute of Directors for the past twenty three years and recently been appointed a Fellow. I am also a Fellow of the Royal Society of Arts and participate in its lectures and meetings from time to time. Also an occasional contributor to specialist journals in my chosen field of work, for several years writing the forward to the Higher Education Financial Yearbook. Most recently I have attended lectures by the Durham University Global Security Institute and will shortly attend a lecture 'Trust in Uncertain Times' sponsored by the Durham Business School.

Ability to operate as an effective member of a team I have constantly worked as part of a team, often as the leader, bringing together colleagues and professionals such as leading corporate lawyers, accountants, bankers, financial modellers, outside agencies including local authorities, the Church and NGOs, with the appointing client in order to complete a project. I have the ability to view a project from a broad perspective, bringing together conflicting priorities and fixed positions utilising a consensual rather than an adversarial style of leadership.

Ability to evaluate and monitor the work of LSBU My entire business career has been based on thinking imaginatively and strategically because to compete with the global investment banks and international consultancies for the business of, for example, publicly funded bodies like universities, requires the use of innovative solutions and driving them through to conclusion, often over many months. Two examples taken over such a long period are firstly, at the abolition of the GLC, where we transferred over £120 million, their entire cash balance, to an early example of a special purpose company whose sole task was to maintain the historic stock of council homes scattered throughout southern England, many inherited from the post Great War LCC Homes for Heroes scheme, until the capital and investment income was exhausted. The transaction was challenged by the London Residuary Body at judicial review in the High Court where it was ruled entirely legal and one of the best prepared transactions ever to come before the Court. Secondly the acquisition of the majority of the student rent at Keele University in return for a premium, raising a gross £80 million; this transaction was subsequently refinanced and extended raising a further gross £100 million. The first financing transformed Keele's balance sheet and the second enhanced it immeasurably. I believe that I can bring the same creativity illustrated by these examples, a generation apart, to LSBU in terms of origination, evaluation and then monitoring the development of the University.

Commitment to equal opportunities A supporter of the Anti Apartheid movement from my student days onwards, a participant in the so called 'million man march' against the recent war in Iraq and a personal commitment to equality when employing people throughout my working life.

Legally eligible to be a director and a charity trustee I have been a company director since 1983 without blemish, have been regulated by the FSA and am compliant with all the requirements of directorship and trusteeship. If referees are required one would be the immediate past vice chancellor of a leading UK university.

Willingness to devote the time needed to be an effective governor Although I am still actively working for my own business I control my own time and am happy to make the commitment to LSBU to enable me to fully contribute to membership of the Governing body. I have finally moved to north Sussex after over fifty years in south London, having been brought up in Croydon, schooled in Southwark and lived in both Lambeth and then Richmond. I am in central London several times a week for both business and leisure purposes.

Ability to establish constructive and supportive yet challenging working relationships with the University Executive Over the course of a long business career I have been able to develop relationships of trust between diverse groups of people and interests. I have successfully brought together executive officers, lay members, funders, lawyers, and accountants to achieve as near as is possible an answer to competing claims and made often complicated structures appear simple to understand and document. In the case of universities, the students, both undergraduate and postgraduate, as the users of what is made available, should never be left out of the project.

I trust the content of this letter is sufficient to be considered for the position of Independent Governor of LSBU.

Yours sincerely

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