

## Meeting of the Nomination Committee

By email

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Independent governor applications	3 - 38	JC
2.	Independent governor recruitment - higher education experience	39 - 40	JC

### Date of next meeting tbc

**Members:** Jerry Cope (Chair), Steve Balmont, Shachi Blakemore, Hilary McCallion, Andrew Owen and David Phoenix

**Apologies:**

**In attendance:** James Stevenson and Michael Broadway

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	CONFIDENTIAL	
Paper title:	Independent Governor applications	
Date:	By email	
Board/Committee:	Nomination Committee	
Author:	Michael Broadway, Deputy University Secretary	
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 Chair 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

At its meeting of 15 December 2016, the committee agreed that up to three individuals with the following skills and experience should be recruited:

- audit and financial experience to succeed Steve Balmont as Chair of the Audit Committee;
- experience in digital economy and international business; and
- higher education experience (covered in another item on the agenda).

The vacancies have been advertised through Women on Boards and the non-executive directors forum. LSBU's internal networks were also approached for suitable candidates. The Secretary has reviewed the applications and the Chair has agreed the categorisation of the candidates.

An initial assessment has been done against the three key criteria in the person spec:

- Strong personal commitment to higher education and to the aims and values of LSBU
- Experience of operating at a strategic and/or corporate level
- Ability to evaluate and monitor the work of LSBU

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
- Independent governor skills matrix and Board diversity statistics
- Scoring matrix

## **LONDON SOUTH BANK UNIVERSITY**

### **INDEPENDENT GOVERNORS**

London South Bank University (LSBU) is an enterprising civic university, and recently won the prestigious Times Higher Education Award for Entrepreneurial University of the Year. Our compact campus is in the heart of a rapidly developing area south of the River. Our diverse academic community comprises 18,000 students, 74% are undergraduates, 26% postgraduates, 59% full time and 41% part time. We are financially stable with annual income of c£140m. 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 students and staff.

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.

Up to two vacancies have arisen 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 this particular appointment, we are interested, but not exclusively so, in financial; international business; and/or digital experience and skills. The time commitment will be up to 15 days or part days each year.

The position is 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](http://www.lsbu.ac.uk/jobs)**

**To have an informal discussion please contact James Stevenson, University Secretary on 020 7815 6012**

**To apply please send a CV and covering letter to [chantk2@lsbu.ac.uk](mailto:chantk2@lsbu.ac.uk)**

**Closing date: Sunday 5 February 2017**

## **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  
January 2017*

## **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.

## Independent Governor recruitment pack

(Alumni are starred)

### Category 1 – Recommendation: interview

Name	Expertise	Route	Role	
Kamilla Spark	Finance/audit	Application - WoB	NED and Chair of Audit Committee	CV
Terry Price	Finance/audit	Recommendation by gov	NED and Chair of Audit Cttee of NHS Foundation Trust	CV
Jon Toohey	Finance/audit	Recommendation by gov	CFO Westcon	CV
Andrew Sentance	Finance/audit	Internal network	Senior Economic Adviser, PwC	Mini biog
Diana Warwick (Baroness)	Finance/audit	Internal network	Chair, National Housing Federation	Mini biog
Raj Dadra	Digital	Internal network	COO, Ogilvy and Mather	Mini biog

### Category 2 – for discussion

Name	Expertise	Route	Role	
Jeff Schultz	International / HE	Application – non executive directors	President, London College of International Business Studies	CV

Rob Tincknell	International	Internal network	CEO, Battersea Power Station Development	Mini biog
Chris Goode*	International	Internal network	President, Estee Lauder	Mini biog
Julie Chappell	International/digital	Internal network	Chief Digital Officer, London & Partners	Mini biog
Caroline Daniel	International/digital	Internal network	Partner, Brunswick Group	Mini biog
David Camp *	Property	Internal	Chief Executive, Stanhope	Mini biog
Tania Brisby	Audit	Internal	NED, Clarion Housing  Also MD, KXK; Financial Reporting Council's Tribunal Panel; etc	Mini biog
Chris Hickson	Audit	Internal	Assistant Director of Finance, DorsetCCG	Mini biog

**Category 3 – do not meet criteria Applications (CV emailed separately)**

- Robin Birn
- Richard Gregory
- Keith Hoodless
- Nigel Kenyon
- Lisa King \*

- Darius Mayhew
- John Muir
- Linda Peters
- Stephen Scruton

**Internal networks (CV not included)**

- Aamir Khalid
- David Herridge
- George Kyriacou \*
- Anthony Shapland \*
- Tom Toumazis
- John McKinley
- Andrew Bradford
- Jeremy Nicholds

Category 1

Recommendation: Interview

**From:** [Stevenson, James 7](#)  
**To:** [Broadway, Michael](#); [Chant, Kirsty 2](#)  
**Subject:** FW: independent governor search - CV attached  
**Date:** 10 February 2017 11:18:06  
**Attachments:** [Kamilla Spark LSBU CV 20170210.pdf](#)

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**From:** Kamilla Spark [<mailto:kamillaspark@yahoo.ca>]  
**Sent:** 10 February 2017 02:56  
**To:** Stevenson, James 7  
**Subject:** independent governor search - CV attached

By email to James Stevenson, University Secretary and Clerk to the Board of Governors

Dear Mr Stevenson,

I am attaching my CV in connection with the appointment of two new governors at London South Bank University. Unfortunately I have been unwell for the past week and only today learned of this opportunity. I appreciate that the application deadline was 5 February but I hope that given the very close match between my qualifications and experience and the focus of this search on candidates with financial, international business and/or digital experience and skills, you might be in a position to extend the deadline by a few days.

In addition to an MBA in Finance and a nearly twenty-year career in international banking and finance, I am a UK Chartered Director with previous experience as a Governor and member of the Audit Committee in the UK Further Education sector. I was also closely involved in reviewing this institution's capital development plans from a business and economic perspective. This experience is particularly relevant to LSBU's intention to invest heavily in the near future in new student facilities. Finally, with respect to digital experience and skills, I am currently a non-executive director of a venture fund focusing on technology and feel comfortable and knowledgeable about these subjects.

I look forward to hearing from you.

Kind regards,

Kamilla Spark

**KAMILLA SPARK MBA, C Dir**

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**Professional Experience**

**PCC EXOL SA (WSE: PCX)**

**Brzeg Dolny, Poland**

**Non-Executive Director** (2013 - present)

**Chair, Audit Committee**

*PCC Exol SA ([www.pcc-exol.eu](http://www.pcc-exol.eu)), listed on the Warsaw Stock Exchange since its IPO in 2012, is a leading producer of surfactants for domestic and industrial chemical products and formulations with facilities in Poland and the USA. Annual revenues are approximately USD150 million. Upon joining the Board I was elected chair of the Audit Committee; as such I must ensure that the Audit Committee's duties and responsibilities are carried out in agreement with EU and Polish governance codes and internal and external legal requirements. I developed the necessary processes and legal documents that incorporated the Audit Committee into the Company's governance framework and I continue to promote a best practice approach to issues relating to audit, risk management and governance.*

**GIZA VENTURES**

**Tel Aviv, Israel**

**Giza Polish Ventures LP**

**and Warsaw, Poland**

**Non-Executive Director** (2011 - present)

*Giza Ventures ([www.gizavc.com](http://www.gizavc.com)) is a leading global venture manager based in Israel with six funds, over USD600 million under management and over 100 historical investments. Giza Polish Ventures LP ("GPV") is a regional fund sponsored by Giza Ventures and based in Warsaw, Poland with PLN84 million under management and a focus on technology. GPV began investing in 2012, is fully invested with over 25 companies in its portfolio and recently made its first exit and distribution to investors by selling its investment in Vivid Games (WSE: VVD) for a cash-cash return of 10x.*

**MESTWINA CONDOMINIUM HOUSING BOARD**

**Jurata, Poland**

**President** (2011 - present)

*Elected President of the Management Board of a residential development. Responsible for financial planning, project management, supervision of administrative staff and interaction with local authorities.*



**LONG ROAD SIXTH FORM COLLEGE****Cambridge, UK****Governor (2006 - 2010)****Member, Audit Committee (2006 – 2010)**

*Long Road Sixth Form College is one of the leading further education (FE) institutions in the UK with over 2000 students, 200 faculty and staff and an operating budget of nearly £10 million. During my tenure and with the active participation of the board, the College improved its performance and introduced operational changes and improvements across key departments, which was reflected in the good results in the subsequent OFSTED Report. The College also planned a major capital development project, which was evaluated carefully by the board and the Audit Committee (which also covered risk management) and substantially reduced following careful economic and market analysis. Participated on behalf of nationwide UK Sixth Form Colleges in a pilot program with the Institute of Directors aiming at developing best practices in the governance framework in the UK Further Education sector.*

**MEZZANINE MANAGEMENT GmbH****Vienna, Austria****Accession Mezzanine Fund I****Investment Director (final position) (2002 - 2005)**

*Mezzanine Management ([www.mezzmanagement.com](http://www.mezzmanagement.com)) is an affiliate of MML Capital Partners focused on providing capital to businesses for expansion/acquisitions, recapitalizations, and leveraged and management buy-outs in Central Europe. MML Capital Partners ([www.mmlcapital.com](http://www.mmlcapital.com)) is a Pan-European and transatlantic investment firm based in Stamford (Connecticut) and London, with USD2 billion invested across 11 countries over the past 30 years. Responsible for origination, evaluation and execution of the portfolio companies in the Accession Mezzanine Fund of EUR125 million raised for investments in leveraged buyouts and recapitalizations pioneering the mezzanine financing in Central Europe.*

**GRUPA KĘTY SA (WSE: KTY)****Kęty, Poland****Non-Executive Director (1998-2002)**

*Grupa Kęty SA, listed on both the Warsaw and London Stock Exchanges, is the largest producer of extruded aluminium products (including doors and windows) and flexible packaging in Central Europe. Annual revenues are approximately USD500 million with market capitalisation of nearly USD1 billion. Responsible for establishing new mission and five-year growth strategy as well as risk management and financial evaluation of key capital investment projects.*

**ENERGOINSTAL SA (WSE: ENI)****Katowice, Poland****Non-Executive Director (1998-2000)**

*Energoinstal SA, listed on the Warsaw Stock Exchange, is a manufacturer of power boilers and the fourth largest producer of ribbed pipes in Europe. Annual revenues exceed USD50 million. Worked on pre-IPO financial restructuring and recruited new executive management team.*

**EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)  
Associate Banker (1996-1998)**

**Warsaw, Poland  
and London, UK**

*The European Bank is a development bank owned by 64 countries and focused on Central and Eastern Europe and North Africa with total subscribed capital of EUR30 billion. Led the execution of debt and equity transactions including, for example, a USD20 million equity investment in Polish Educational Publisher PWN and a EUR55 million syndicated loan facility made available to Cementownia Chetm, a leading European cement producer.*

### **Education**

**COLUMBIA UNIVERSITY  
COLUMBIA BUSINESS SCHOOL (1994 – 1996)  
MBA in Finance with Distinction**

**New York, NY**

**UNIVERSITY OF WARSAW (1988 – 1993)  
MA (hons) in English Philology**

**Warsaw, Poland**

### **Professional Qualifications**

**UK INSTITUTE OF DIRECTORS ([www.iod.com](http://www.iod.com))  
Fellow and Chartered Director (license no. 839)**

**London, UK**

### **Other Information**

**University of Warsaw Law School  
Lecturer in Public Finance (2001 - 2002)**

**Contributor to the journal “In Conversation with BECTA” in connection with technology and governance in the UK Further Education sector**

**Stowarzyszenie “HARFA DZIECIOM” (Polish Youth Harp Association)  
Treasurer and Member of the Board (2012 – 2015)**

# Jon Toohey

immediately available

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resident in Sandhurst, Thames Valley

Finance executive with extensive experience across a number of industries and geographies. Key strengths are change management, within the finance, commercial and IT functions. Good balance between defining strategic direction and solid execution. Strong leadership skills and building effective, motivated teams.

**Westcon** [specialty distributor of networking, security and communications equipment for leading technology vendors (including Cisco, Avaya, Juniper, Checkpoint, etc) immediate parent US based but ultimate parent AIM and JSE listed, EMEA turnover over \$2.5billion]

Nov 2016 – to date      **CFO EMEA** reporting to US based Group CFO with dotted line to EVP Europe

Brought in to address the aftermath of both an SAP go live and a BPO.

**Travelport** [a travel commerce platform providing distribution, technology, payment and other solutions for the \$8 trillion global travel and tourism industry. It enables the world to search, share, buy and sell travel. With a presence in approximately 180 countries and over 3,700 employees, the 2015 net revenue of Travelport was over \$2.2 billion. Previously privately owned (primarily by the Blackstone Group) the company successfully listed on the NYSE in 2014]

Jan 2009 – July 2016      **Group Vice President – Finance** reporting to Group CFO (and at times Group CCO and CIO).

Brought in with the core finance leadership team when the corporate HQ in New York was transferred to UK in anticipation of a London listing (due to financial crisis listing only achieved in 2014 - and then on NYSE). Entry was leading Commercial Finance (2 years) with a dotted reporting line to CCO. Then running/transforming Finance Operations (3.5 years) before moving to Technology to run/transform the business systems team (1.5 years) and the last 6 months setting up a TMO for a transformation programme for all of technology (all US based). Responsibilities/achievements are:

- Head of (global) Commercial Finance – some 90 heads
  - Turning the global commercial teams focus from market share to profitability through developing a standardised cost of sale model and approval routing that enabled better control.
  - Driving product rationalisation/ancillary revenue efforts resulting in the implementation of a global charge for access.
  - Initiating and leading a cost reduction effort (with Alix Partners).
- Head of (global) Finance Operations – some 240 heads
  - Engaging heavily with the commercial teams to deliver a standard front end process and controls from CRM / quoting / business case / approvals and contracting, through to financial processes.
  - Re-engineering finance operations from a country model to centralised share serviced centres with common processes and systems achieving both a reduction in costs and improved quality. Leading a competitive tender for outsourcing all compliance services globally (and its implementation). Integrating acquisitions.
  - Normal compliance matters of reporting / statutory accounts / audit / payroll tax returns etc. across some 45 countries where Travelport has legal presence (rather than third party distributors).
  - Setting up the governance structure (a project management office and governance framework) for successful execution of projects in finance/commercial business system projects
- Head of (global) Business Systems – some 160 heads
  - Led a transformation programme on the business systems area to reduce legacy applications, global roll out of common platform, automation, delayering and centralising support to reduce costs/improve quality.

- Technology transformation lead
  - Worked with PwC to develop an executable plan to transform all of Technology. Sourced and signed up the advisors / contractors and kicked off the programme whilst handing to a US based TMO lead to take forward.

**Westcon** [specialty distributor of networking, security and communications equipment for leading technology vendors (including Cisco Systems, Inc., Nortel Networks Corporation and Avaya, Inc) immediate parent US based but ultimate parent AIM listed, European turnover over €1billion]

Aug 2005 – Jan 2009      **CFO Europe** reporting to US based Group CFO with dotted line to EVP Europe

Brought in (with EVP Europe) to fix the loss making European operation. In particular all aspects of the European finance function - reporting, FX management, legal structure, cost base, business model, integration of previous acquisitions, finance, etc - required urgent attention.

Part of the three man executive team leading the European organisation spread across 12 countries.

All key objectives met and verifiable – Europe moved to profits (key was changing the model and sales incentives), FX issues (managing some \$1billion of \$ purchases needing collection in €and £) resolved and a shared service concept implemented involving conversion of subsidiaries to branches and centralised logistics. After that two relatively large acquisitions (doubling European headcount) focused attention on both their financing and integration. Financing activities - I led included a \$250million accounts receivable facility with GE and a €45million package with HSBC for one of the acquisitions. Set up joint venture with a Turkish partner for Turkey and on main board.

**Danka Business Systems plc** [Office imaging equipment, document solutions & related services, parts & supplies, UK and NASDAQ listed with turnover US\$1.3billion (50% in Europe)]

May 2003 – Aug 2005      **CFO Europe/Australia** reporting to US based Group CFO with dotted line to EVP Europe

Coming from near bankruptcy in June 2001 Danka's focus had been on survival, but now required a more structured approach to fixing the business, including the finance function. Recruited to professionalise Europe finance and be a key member of the European executive team, I led a central team and 12 country Financial Directors reporting directly to me. Directly responsible for all European aspects of financial reporting, governance, treasury, legal and tax matters and supporting key strategic and commercial initiatives. Some achievements have been;

- led a initial restructuring initiative that reduced heads by 15% across Europe and actively participated in a subsequent one supported by Alix partners
- designed, built and implemented hyperion consolidation/reporting to replace spreadsheet application
- significantly reduced the complex legal organisation
- directed the exit of operations in Hungary, Poland, Russia and Portugal at minimum loss and no residue liabilities
- met tight and intensive deadlines for monthly/quarterly reporting under US GAAP
- extensive Sarbox / IFRS experience – this was the first year
- implementation of new systems
- secured banking and leasing facilities
- achieving a dramatic improvement in cash
- converted the UK defined benefit scheme to defined contribution
- presented progress directly to the US based Audit Committee every quarter

**Reckitt Benckiser plc** [Household cleaning products, UK listed FTSE 25 company with turnover of £3billion/US\$ 4.9billion]

Feb 2001 – April 2003      **Group Controller** reporting to Group FD

I joined a year after the merger between Reckitt & Coleman plc and Benckiser NV – the integration of Finance had been totally inadequate (the Group was without an FD for most of the first year). My task was to properly integrate and professionalise the finance function. Key achievements;

- developed & implemented a major rewrite of the Hyperion consolidation and reporting system
- defined the Group Financial policies and controls and moved the Benckiser side from US GAAP to UK GAAP.
- reengineered the reporting process and disciplines (such that the full group results available after 8 working days – it had been a month+)
- fixed the inter-co differences and process, a major issue for which a qualification was being considered
- Recruited/replaced most of my direct reports and restructured responsibilities, tasks etc. Team comprises Corporate Reporting and controls team, Financial systems Team, HQ accounting (including global treasury accounting) and insurance team.
- working closely with tax, treasury and legal functions and operational financial directors to achieve best practice
- led the worldwide initiative to convert DB pension schemes to DC
- key role in the acquisitions team that progressed to offer stage with Schick Wilkinson Sword (from Pfizer) and pesticide division of Bayer

**Exel plc** [Logistics, UK listed FTSE 100 company, with turnover of £5.1 billion /US\$8.3 billion – since taken over by DHL]

Aug 1998 – Feb 2001

**Regional FD** reporting to Regional EVP dotted line to Group FD

Exel Group (at this time) had only 4 regions of equal size, 2 in Europe, America's & Asia Pacific. I was FD of Central & Eastern Europe. Responsibilities / achievements included;

- 17 subsidiaries with FD's having dotted line responsibility to me
- Integration of acquisitions including implementation of hyperion, reducing reporting deadlines, implementing systems, relocating/integrating operations
- European Shared Service Centre – airfreight businesses (low margin, high volume). Involved in the set up (steering committee, etc) working with PwC and the transition/implementation process.
- Decentralising accounting – ground logistics businesses (capital intensive). For 9 months I had direct financial responsibility for a logistics subsidiary acquired (turnover £100 million) and managed a decentralisation process, aligned with group requirements (including reducing the reporting timetable to 3 days) and recruited a successor
- Successfully negotiating early release of earn -out contracts that were preventing integration

Aug 1997 – Aug 1998

**Head of Audit** reporting to Group FD and dotted line to Audit Committee

Achievements;

- recruited the department (high turnover as it was used as an entry point for qualified financial staff)
- setting up and staffing an IT audit function
- developing a Lotus Notes system to replace paper working papers / files
- managing a department of 7 with a challenging global remit
- reports / presentations to the audit committee of the main Board of Directors
- ad hoc assignments (due diligence / investigations / etc)

## **PriceWaterhouseCoopers**

Did articles and qualified as a Chartered Accountant (first time passes) and gained a wide exposure to a range of international companies and industries – primarily audit but good exposure to corporate finance and business development activities. Managed large teams, many of these cross border (e.g. European audits, due diligences, proposals).

## **Qualifications**

2011	<b>Deloitte CFO programme</b>
2009	<b>Chartered Director</b> (with distinction) – Institute of Directors
1994	<b>AMCT</b> – Associate Member of the Association of Corporate Treasurers
1992	<b>FCCA</b> – Fellow of the Association of Chartered Certified Accountants
1990	<b>ACMA</b> – Member of the Association of Cost and Management Accountants
1989	<b>CA (SA)</b> – Member of the Institute of Chartered Accountants
1982-1985	<b>B.Com (Honours)</b> – University of the Witwatersrand

## CURRICULUM VITAE - TERRY PRICE

### 1. Personal details

Terence David Price	Date of Birth: 27 April 1954
32 Manor Road	Nationality: Welsh
East Molesey	e/mail terry.price80@ntlworld.com
Surrey KT8 9JX	Tel 0208 979 5388 (H) 07718 266496 (M)

I am a semi-retired public sector accountant (Fellow CIPFA) who has developed a rolling non-executive portfolio over the past 10 years mainly in public and voluntary bodies, specializing in finance, governance, risk management, audit services, business planning and related topics. I have chaired various boards and committees and developed a wide knowledge of different sectors and understanding of service user needs during this time.

### 2. Education/Career

Brecon Boys Grammar School	1965-1972 9 "O" Levels and 2 "A" Levels
Caerleon College of Education	1972-1975 Teaching Certificate
University of Wales (Cardiff)	1975-1976 Bachelor of Education
Bristol Polytechnic	1978-1981 CIPFA

### 3. Current Non-Executive posts

- **Ashford & St. Peter's Hospitals NHS Foundation Trust (Sept 2008 to July 2017)**  
Non-Executive Board Director, Chair of the Audit & Risk Committee and a member of the Quality and Performance Committee. Currently Senior Independent Director and Deputy Chair.
- **Thamesway Group Company Ltd-100% owned by Woking Council (February 2010 to date)**  
Non-Executive Director of the Group Board and Chairman of two housing and one development subsidiary company managing over 400 housing properties and developing several major sites.
- **Home Office (January 2016 to date)**  
Independent member of the Audit & Risk Committee for this large Government Department.
- **Immigration Services Commissioner (August 2006 to date)**  
Chair of the Audit and Risk Assurance Committee since January 2012 (member since 2006)

### 4. Current voluntary posts

- **Esher Sixth Form College (September 2005 to September 2017-end of third term)**  
Chair of the Board of Governors since 2006, and Chair of the Remuneration Committee. Past Chair of the Policy and Finance Committees.
- **St Lawrence C of E (Aided) Junior School (October 2003 to date)**  
External Diocesan Governor and Chair of the Admissions and Appointments Committees.

- **Surrey Schools Appeals Service**  
Education member of various ad hoc appeal panels for admission appeals to schools in Surrey.

## 5. **Previous Non-Executive Posts**

- **Community Building Services -Affinity Sutton Housing Group (Jan. 2007 to Dec. 2015)**  
Non-Executive Board Director of this direct labour housing repairs company, which had an annual turnover of £19m, 180 staff and provides repair services to 30,000 properties.
- **Audit and Standards Committee Elmbridge Borough Council (June 2008 to April 2015)**  
One of three external members of the Audit and Standards Committee.
- **Independent Adjudicator for Higher Education Ltd (June 2008 to June 2014)**  
Non-Executive (Independent) Director and Deputy Chair of the Board. The OIA dealt with over 1,300 enquires and 750 complaints from university students annually.
- **East Thames Housing Association (September 2007 to March 2014)**  
Non-Executive member of the Group Board, Treasurer of East Holmes (main subsidiary), Board member of East Treasury and East Finance (Debt/Bond issue vehicle), Chair of East Regen. Ltd.
- **National Fire Services Training College (December 2006 to March 2013)**  
Member of the Audit Committee.
- **Children's Commissioner for England (March 2006 to March 2011)**  
Chair of the (new) Audit and Risk Committee for the Commissioner, (a corporation sole with no Non-Executive Board). I also attended the Commissioner' Strategic Management Board.
- **Criminal Cases Review Commission (January 2007 to December 2010)**  
Independent Chair of the Audit Committee

## 6. **Full time working career**

30 years' experience working full-time in various local and central government bodies.

1976-1983	Trainee posts with Monmouth District & Brecknock Councils
1983-1987	Various posts- Housing Finance, LB Hammersmith & Fulham
May 1987	Head of Loans and Investments, LB Hammersmith & Fulham

In September 1998, I was appointed Deputy Director of Finance at Hammersmith & Fulham Council, and in March 1998 I joined the English Sports Council as Director of Corporate Services (from June to Dec 2001, I was Accounting Officer and acting Joint Chief Executive). In April 2003 I became Director of Strategic Finance for the Metropolitan Police and I ceased full time employment in February 2006.

## **7. Summary of previous responsibilities and experience**

### **Director of Strategic Finance-Metropolitan Police Service**

- Macro financial planning and preparation of medium term financial plan.
- Co-ordination of the annual revenue and capital budgets totalling £2.9bn per annum.
- Costing of growth/savings proposals and government grant/council tax increases.
- Preparation of annual Efficiency Plan for submission to Home Office.
- Closure and publication of annual accounts and liaison with external auditors.
- Accounting standards and policies, and drafting of the annual internal control statement.
- Financial input to major projects and initiatives, and outsourced services retendering.
- Management responsibility for 35 staff and direct budget of £3.5m.

### **Director of Corporate Services -Sport England**

- Financial Services, annual Budget Strategy, multiyear financial and cash flow forecasts, and accounts for Exchequer, Lottery and other funding streams- annual expenditure of £400m.
- Information Technology, Business Process and Systems Development, including IS/IT strategy.
- Admin and Legal Services, office accommodation and central procurement. Human Resources, including policies, annual staffing plans, annual pay remit and Trade Union negotiations.
- National Sports Centres (and subsidiary companies) including procurement of facility management of four Centres replacing nine contracts with one contract (annual value of £14m).
- Management responsibility for 70 staff and a gross annual budget of £25m.
- Establishment of two new companies, and applicant for Lottery funds for four new facilities costing £55m for elite athletes, seeking of Treasury approval, option appraisal, drafting of business plans and procurement and monitoring plans.

### **Deputy Director of Finance-LB Hammersmith and Fulham**

- Managing Technical/Treasury Management, Council Tax, Business Rates and Income Divisions
- Department wide responsibilities for Budget, Business Plan and Service Level Agreements and council wide Capital Programme planning and monitoring.
- Management of Audit and Accountancy Divisions for several maternity breaks/staff departures.

### **Head of Loans and Investments- LB Hammersmith & Fulham**

- Management of the Councils debt portfolio, cash flow and cash investments.
- Pension fund investment strategy, accounting, and supervision of external investment managers.
- Planning and monitoring of the three-year council-wide Capital Programme and funding strategy.
- Accounting for all capital fixed assets, grants, leasing and special finance facilities.



**Category 1 mini biogs****Dr Andrew Sentance CBE**

- Senior economic advisor, **PricewaterhouseCoopers**; previously **Monetary Policy Committee**
- Trustee of development charity **Build It International**
- Experience of oversight as former board member of **British Airways Pension Trustees, Self Help Africa (UK), and Society of Business Economists**
- Visiting Professor at **Royal Holloway**; previous work with **Confederation of British Industry**
- **Flagged risk-relevant** in LexisNexis WorldCompliance database, perhaps as previous external member of Bank of England's Monetary Policy Committee (to 2011)

**Baroness Warwick, Diana**

- Chair of the **National Housing Federation** group, including property services & investment subsidiaries
- Board member of the **Pensions Protection Agency**, & charity **International Students House**
- Previously on many high-level boards including the **Universities Superannuation Scheme, National Council for Voluntary Organisations** & other NGOs including **Fulbright Commission**
- Also a board member of Lattice Group, between its demerger from British Gas & merger with National Grid – the complex restructure of a critical national asset
- Director of **Estibi**, perhaps a freelance consultancy vehicle
- **Flagged risk-relevant** in LexisNexis WorldCompliance database, perhaps as a Labour Peer

**Raj Dadra**

- **Chief Operating Officer** of the £237m-turnover **Ogilvy & Mather** group, within the WPP advertising & public relations PLC
- Recently based operations locally at Sea Containers House, Raj Dadra joined the board of **South Bank Employers' Group**, as one of the largest
- He is very experienced in the operations of **complex groups**, as Raj Dadra is a director of 48 UK companies, mostly within WPP, with 28 previous directorships
- Previously **Chief Finance Officer** & Finance Director of communication companies across **Europe, the Middle East & Africa**
- Educated at **London Metropolitan University**

## Category 2

Recommendation: for discussion

## Chant, Kirsty 2

---

**From:** NonExecutiveDirectors.com <info@nonexecutivedirectors.com>  
**Sent:** 26 January 2017 10:20  
**To:** Chant, Kirsty 2  
**Subject:** Application to your vacancy  
**Attachments:** Schultz CV 20161216 v1.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**Categories:** Red Category



NON-EXECUTIVE  
DIRECTORS

Job Ref:

The following application has been created and delivered via the Non-ExecutiveDirectors.com network.

Please find attached my CV for the position on the Board of Governors. I have more than 25 years experience in education globally and the last 4 here in London running a HEI.

Cheers.

Jeff Schultz

**Member contact details**

*Name: Jeff Schultz*

*Tel: 07469758866*

*Email: [jds4@georgetown.edu](mailto:jds4@georgetown.edu)*

If you have any questions or wish to report misuse of our network please contact us  
[support@nonexecutivedirectors.com](mailto:support@nonexecutivedirectors.com)

Kind Regards

Non-ExecutiveDirectors.com



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# Jeffrey D. Schultz

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UK Mobile +44 746 975 8866 US Mobile +1 317 797 2755  
jds4@georgetown.edu

## **SUMMARY**

A seasoned senior executive with extensive of international experience. Core to my work is seeing how to use information in different ways – whether to create new product lines, new input to improve the work we already do, or completely new businesses. An educator and political scientist by training, I look at market changes in order to identify opportunities for business to leverage the people, skills or information that they already have at their disposal and to help them acquire those that they do not.

## **WORK HISTORY**

2012-2016

### ***President, London College of International Business Studies, London UK***

LCIBS is a private, higher education institute originally founded by Sir Isaac Pitman in 1870. Served as president & CEO of the college for 4 years having full responsibility for its transformation from a Further Education college to a Higher Education institution. Oversaw the restructuring of the college in terms of personnel and rejuvenated the curriculum by devising a unique block structure of delivery which the QAA called a “considerable enhancement of provision.” Secured Open University Institutional Validation and Programme Validation of LCIBS’s own BSC in Business (Hon). Successfully worked with three different ownership groups and facilitated the sale of the college twice to new ownership groups.

2015

### ***Board of Directors, NxGenEd LLC, Baltimore, MD***

A data-driven global company created to provide cost effective, competitive, and user friendly technologies and technological tools to the education market, in order to enhance the engagement and learning experience for instructors and learners. Provided product development advice as well as strategic market analysis. Company sold to Blackboard and incorporated into its Analytics Group.

2011-2012

### ***Chief Product Officer, WorthPoint.com, Atlanta GA***

Multi-national Internet start-up retailer offering research and pricing information on collectibles and antiques. As CPO is to take the vision of the CEO and refine and shape it into a comprehensive, cohesive product/service line. In doing so, my responsibilities include broadening, sharpening, rejecting, expanding and otherwise molding the overall direction. To do this, I need to interact with stakeholders, consumers, partners, and others and listen to their input on ideas and products/services that they might like to see. In the end, I am to use the collective wisdom of these sources plus my general experience to produce product plans for the company. Led the creation of several new products and services including the internet’s largest “Marks, Autographs, Patterns and Symbols” Database. Developed a digital reference library including negotiating with IT suppliers and partner content providers. Spearheaded the long-term strategy to enable the MAPS Database to be used in visual recognition.

- 2007-2011**      ***Board Member, Education Division of the Software & Information Industry Association.***  
Industry association with mission to serve evolving needs of educational technology community. Helped set the strategic agenda of the Division and acted as a Mentor in the technology incubator programme.
- 2005-2010**      ***Vice President for Learning Solutions, Custom Publishing and Online Learning, McGraw-Hill Higher Education***  
Learning Solutions, a new division of McGraw-Hill Higher Education, provided blended learning products and services. Hired and trained marketing, sales and product development personnel. Grew staff from 20 to 85 employees. Managed P&L and implemented all contracts. Negotiated third-party vendor agreements, developed new product lines and procedures for new division. Interacted with senior management on the formation of the division including budget, product development, sales strategy, and marketing. Grew the business from \$30 million to \$110 million in 3 years time.
- 2003-2005**      ***Director of Learning Solutions, Pearson Custom Learning Solutions***  
Established new division (founding employee number 2) within Pearson Education that focuses upon the provision of blended learning products and services. Interacted with Pearson's sales forces with clients. Negotiated SOWs and other contractual items for Pearson. Developed procedures and product development models for the new division. Interacted with senior management on the formation of the division including budget, product development, sales strategy, and marketing. Grew revenues from a \$27 million base to more than \$130 million over three years.
- 2002**            ***Executive Editor, New Riders, Indianapolis, IN***  
Served as lead editor in the areas of game design and development. Wrote white paper on the creation of a virtual imprint at PTG for Gaming. Developed a Macintosh publishing strategy and leveraged deep connections in the multimedia field. Managed key publishing relationships with franchise authors such as Joseph Lowery. Developed publishing relationship with NAAP and Scott Kelby that has produced more than \$5 million in revenue.
- 2001**            ***Executive Editor, Que Publishing, Indianapolis, IN***  
Revitalized an ailing graphics and multimedia list by signing 20 new titles in 3 months. Redesigned the interior of Que's core Special Edition Using series so that it would be more competitive in the retail markets. Managed a small publishing group responsible for 40% of Que's publishing revenue.
- 1999-2000**      ***Executive Editor, Sams Publishing, Indianapolis, IN***  
Acquired best-selling titles including *Sams Teach Yourself Flash 5 in 24 Hours*, *Mac OS X Unleashed*, and *How to Use Dreamweaver*. Signed authors to write on Web related topics including Internet technologies such as HTML, PHP, CGI, WebObjects, Dreamweaver, and UltraDev as well as Internet lifestyle topics including travel, politics, religion, finance, and medicine. Reallocated company resources to ensure successful completion of titles.

**1995-2000**      ***President, Jeffrey D. Schultz & Company, Inc.***  
 Small reference publishing venture that produced materials for the library and trade markets. Managed day-to-day operations. Handled editorial work from conception to delivery of manuscript or camera-ready materials. Contracted hundreds of contributors and freelance graphics artists. Maintained workflow to ensure quality, timeliness and budget. Awarded the Gold Medallion for Best Biographical Work from the Christian Booksellers Association (1999) for *The C.S. Lewis Readers Encyclopedia*.

### **TEACHING EXPERIENCE**

**2013-2015**      ***Visiting Senior Lecturer, University of Business and International Studies, Geneva Switzerland***  
 Taught courses as part of UBIS's international MBA programme including Leadership and Entrepreneurship. Served on Master's dissertation committee as University Reader.

**1998-1999**      ***Adjunct Instructor of History, Ashland University***  
 Taught courses in the social science department including The Enlightenment, Revolutions, and Modern European History.

**1996-1996**      ***Visiting Instructor of Political Science, The Colorado College***  
 Taught courses in the political science department including American Government, The Presidency, and Western Political Theory.

**1993-1995**      ***Director of General Studies and Social Science Instructor, White Pines College***  
 Served as departmental chair and principal student advisor in General Studies. Taught courses in History, Economics, Political Science, and the Humanities.

### **EDUCATION**

**2010-2013**      ***Postgraduate Studies, School of Business at Bradford University, Bradford, UK***  
 Studied Organizational Behavior and Strategic Operations.

**1990-1995**      ***Doctoral Candidate of Government, Georgetown University, Washington DC***  
 Concentration in American History, American Politics, Political Theory, and Western European Governments.

**1988-1990**      ***Masters of Politics and Policy, The Claremont Graduate School, Claremont, CA***  
 Concentration in American History, American Politics, and Political Theory.

**1984-1988**      ***Bachelors of Interdisciplinary Studies, Georgetown University, Washington DC***  
 Extensive coursework in Philosophy, Government, and History.

## Category 2 mini biogs

### Rob Tincknell

- Chief Executive of **Battersea Power Station Development Company**, overseeing one of South London's largest regeneration projects impacting all economic sectors
- Related board memberships include **Battersea Academy for Skills Excellence**, a Community Interest Company; and infrastructure such as a new train station
- Executive Committee member of the **Academy of Urbanism**
- Previous international experience of large development projects in **Shanghai & Dublin**

### Christopher Good

- President (UK & Ireland), **Estée Lauder** – board membership of the international group, including a dozen subsidiaries in the UK & associated charities, such as the **MAC Aids Fund**
- Previous **international experience** across Europe, Middle East, Africa & Russia with Estée Lauder and Asia-Pacific with Clinique
- Former professional footballer with Queens Park Rangers
- BA **Business Studies 1983**, LSBU – an engaged alum & non-donor

### Julie Chappell

- Board experience as **Chief Digital Officer** of international promotional company **London & Partners**, currently on the board of the London & Partners Ventures enterprise company, and leading **Dot London**, the top-level internet domain (equivalent to '.com' or '.uk')
- Previous digital, creative experience as **Head of Media** at **Visit London** & other editorial
- London & Partners represents & attracts business to the region's **Higher Education sector overseas**, as well as foreign direct investment and tourism
- (Please note, not the Partner of Hawthorn London & FCO Ambassador of the same name)

### Caroline Daniel

- Board experience as **Partner of Brunswick Group** corporate relations, including several related partnerships, such as Merchant Cantos & financial advisory
- Trustee of independent research charity, the **Institute for Public Policy Research**
- Advises global NGOs engaging political stakeholders; former researcher to Gordon Brown as Chancellor
- Former journalist of the **Financial Times**, including correspondent to George W Bush's White House & Editor of FT Weekend; IT correspondent during the dotcom bubble



Professional skills (Collective)

Skill Area	Description	JC	SBI	MC	DDSP	CH	HM	KM	MLN	Total	Desired total	On target?
	Term ends	2019	2019	2020	2015	2019	2017	2019	2017			
	Term	2	1	1	1	1	1	1	1			
<b>Essential Skills that all governors should possess</b>												
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	8	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	8	All govts	●
Financial Performance	The ability to analyse key financial statements	1	1	1	1	1	1	1	1	8	All govts	●
	The ability to critically assess financial viability and performance	1	1	1	1	1	1	1	1	8	All govts	●
	The ability to contribute to strategic financial planning	1	1	1	1	1	1	1	1	8	All govts	●
	The ability to oversee budgets and the efficient use of resources	1	1	1	1	1	1	1	1	8	All govts	●
	The ability to oversee funding arrangements and accountability	1	1	1	1	1	1	1	1	8	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	8	All govts	●
Executive management	Exeprience 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	8	All govts	●
<b>Essential Skills for the Board to possess but not required of every governor</b>												
Corporate Governance	Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).	1				1			1	3	6	●
Qualifications	Qualifications and experience in accounting or finance		1		1					2	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	2	3	●
Commercial Experience	A broad range of commercial/business experience	1		1	1	1		1		5	5	●
Public sector / not for profit experience	A broad range of experience in the public or not-for-profit sectors						1		1	2	2	●
Entrepreneurship	Demonstrable track record as a successful entrepreneur ship									0	0	●
Education	Knowledge, experience and networks in higher education	1					1			2	3	●
	Knowledge, experience and networks in education						1			1	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	3	1	●
Health	Knowledge and experience in health and networks in health and the NHS	1					1			2	2	●
Digital	Knowledge and experience in the digital economy									0	1	●
International	Knowledge and experience of international business									0	1	●

## Diversity of the Board of Governors, 2016/17

### Gender

	Male	Female	% Male	% Female
Independent Governors	7	4	64%	36%
Internal Governors	3	2	60%	40%
Total	10	6	63%	38%

### Ethnicity

	White	BME	% White	% BME
Independent Governors	8	3	73%	27%
Internal Governors	2	3	40%	60%
Total	10	6	63%	38%

### 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%

# Shortlisting Form

**Position Title:**

Independent Governor

Candidate	Selection Criteria																			Total	Category			
	A	B	C	D	E	F	G	H	I	J	K	L	M									A	B	C
<b>Application</b>																								
Robin Birn		1	1						1												3			X
Richard Gregory		1	1						1												3			X
Keith Hoodless		2	1						1												4			X
Nigel Kenyon		0	1						1												2			X
Lisa King*		0	0						0												0			X
Darius Mayhew		1.5	1						0												2.5			X
John Muir		0	1						1												2			X
Sinda Peters		1.5	1.5						1												4			X
Jeff Schultz		2	2						1												5		X	
Stephen Scruton		2	1						2												4			X
Kamilla Spark		2	2						2												6	X		
<b>Nominated by govs</b>									1															
Terry Price		2	2						2												6	x		
Jon Toohey		2	2						2												6	x		

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- Key:** Exceeds Criteria 3  
 Criteria fully met 2  
 Criteria partially met 1  
 Criteria not met 0

## Shortlisting Form

**Position Title:**

Independent governor

Candidate	Selection Criteria																				Total	Category			
	A	B	C	D	E	F	G	H	I	J	K	L	M										A	B	C
<b>Nominated by Ops</b>																									
Aamir Khalid		2	1						1													4			X
David Herridge		1	1.5						1.5													4			X
<b>Networks</b>																									
David Camp*		1.5	2						2													5.5		X	
George Kyriacou*		2	1.5						1													4.5			X
Anthony Shapland*		2	1						1													4			X
Rob Tincknell		1.5	2						1.5													5		X	
Chris Goode*		1.5	2						1.5													5		X	
John Ormerod*		2	2						2	Considered before so not recommended again										6					
Tom Toumazis*		1	1.5						1													3.5			X
John McKinley		1.5	1.5						1.5													4.5			X
Andrew Bradford		1	1						1.5													3.5			X
Julie Chappell		1.5	2						1.5													5		X	
Raj Dadra		2	2						2													6	X		
Caroline Daniel		1.5	2						2													5.5		X	

**Key:** Exceeds Criteria      3  
 Criteria fully met      2

Criteria partially met 1  
 Criteria not met 0

### Shortlisting Form

Position Title: Independent governor

Candidate	Selection Criteria														Total	Category		
	A	B	C	D	E	F	G	H	I	J	K	L	M	A		B	C	
<b>Networks</b>																		
Jeremy Nicholds*		2	1						1.5						4.5			X
Tania Brisby		1	2						2						5		X	
Chris Hickson		2	1						2						5		X	
Andrew Sentence		2	2						2						6	X		
Tiana Warwick		2	2						2						6	X		

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Key: Exceeds Criteria 3  
 Criteria fully met 2

Criteria partially met 1  
Criteria not met 0

.....  
Signed by hiring manager / chair

.....  
Date

.....  
Signed by 2<sup>nd</sup> Shortlister

.....  
Date



	CONFIDENTIAL
Paper title:	Independent governor recruitment – HE experience
Board/Committee	Nomination Committee
Date of meeting:	By email
Author:	Michael Broadway
Board sponsor:	Jerry Cope
Purpose:	Information
Recommendation:	To note

## Background

The Vice Chancellor has contacted the three ex VCs discussed at the Nomination Committee meeting of 15 December 2016. Both Tim Wilson and John Coyle have other commitments.

Peter Fidler is interested in the role. He will be invited to visit LSBU and meet the Chair and other members of the committee.

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