

# BOARD OF GOVERNORS



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# INTRODUCTION TO FALMOUTH

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For more than 115 years, Falmouth University has been a hub of creative thinking and design innovation, producing headline grabbing journalists, award-winning artists, ground-breaking product designers, agenda-setting film makers, dynamic entrepreneurs and digital pioneers.

Today, our [portfolio](#) of undergraduate and postgraduate courses represents the breadth of the Creative Industries, from art, design, photography, music and performance to games, computing, writing, business and marketing. Falmouth's research programmes are built on the principle of open innovation - the idea that the grand challenges of our age can be addressed most effectively when tackled collaboratively across disciplinary boundaries. They focus on delivering impact for lives and economies through the development of new knowledge, solutions, services and products.

More than 5000 students from across the globe study on Falmouth's two campuses, with access to professional standard environments including state-of-the-art performance and recording studios, some of the best photography facilities in Europe, cutting edge digital manufacturing technology and a TV studio and gallery. Tour our facilities [here](#).

As well as the courses that are delivered on-campus in Cornwall, Falmouth also provides ground-breaking online distance learning, through our Falmouth Online portfolio, and exciting partnerships with industry-leading bodies including the Fashion Retail Academy, Eden Project, and WaterBear.

Falmouth University is changing the way Higher Education is delivered. Its future focussed and multi-disciplinary approach means it is planning for the needs of the future economy, ensuring its students have the skills they need to excel in a fast-changing world. Putting real world, real market challenges and hands-on experience at the heart of the learning experience also means that Falmouth's graduates leave as experienced professionals, accomplished complex problem solvers and strong team players.

Falmouth is committed to playing a key role in the economic regeneration of Cornwall. It is building a pipeline of talent, retaining skills in the region and leveraging its capital, network and academic knowledge to foster the generation of high-growth, high-value businesses that will create jobs and attract investment.

The Board of Governors is the governing body of the University, and has responsibility for ensuring the effective management of the institution, approving its future strategic development and fostering an environment in which the institutional mission is achieved, and the potential of all students is realised. Our Board Members make an active contribution to achieving the University's objectives, and promote the University's interests locally, nationally and internationally.

We are currently seeking to appoint up to three Independent Board Members. This is an exciting opportunity to make a significant contribution to the future direction of the University.



**The Board of Governors is responsible for ensuring the effective management of the institution and approving its future strategic development.**

# THE ROLE OF THE BOARD OF GOVERNORS

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Falmouth University is a Higher Education corporation created by statute and it is an exempt charity. The main duties of the Board of Governors are:

- the determination of the educational character and mission of the University and for oversight of its activities;
- the effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets;
- approving annual estimates of income and expenditure;
- the appointment, performance, suspension, dismissal, and pay and conditions of service arrangements for the Vice-Chancellor & Chief Executive; and
- approving the framework for the pay and conditions of service of all other staff.

The Vice-Chancellor & Chief Executive, Professor Anne Carlisle OBE, is accountable to the Board of Governors for the strategic leadership and executive management of the University.

## CONSTITUTIONAL DOCUMENTS

The Articles and Instrument of Government are the fundamental legal documents under which the University is constituted and conducted. Underpinned by these documents, the Board of Governors has agreed a Statement of Primary Responsibilities. The University's constitutional documents are available on the University's website: [falmouth.ac.uk/governance](https://falmouth.ac.uk/governance).

Falmouth University's Board of Governors has adopted the [Committee of University Chairs' Code of Governance](#) for Higher Education, updated in 2020. This code sets out the primary elements of governance in a Higher Education context.





**The Board of Governors’  
current profile of  
membership reflects the  
experience and expertise  
required for the University  
to achieve its strategic aims  
and objectives.**



# COMPOSITION AND STRUCTURE

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**The majority of the University's 13 Board members are drawn from outside the University and are referred to as Independent Members. The Board of Governors' current profile of membership reflects the experience and expertise required for the University to meet its statutory obligations and to achieve its strategic aims and objectives (see the attached 2030 Strategy). The membership is subject to regular review against a matrix of expertise and experience by the Nominations Committee.**

The initial term of office for an Independent Member of the Board of Governors is four years. Members may be eligible for re-appointment for a further four years, to a maximum of eight years.

The work of the Board of Governors is supported by four sub-committees:

## **AUDIT COMMITTEE**

The Audit Committee meets three times a year. The Committee carries out all the responsibilities placed on it by the Office for Students as set out in the 'Terms and Conditions of Funding'.

In particular, it recommends the appointment of external and internal auditors and monitors their performance and effectiveness; reviews the internal audit plan and considers all audit reports; monitors the effectiveness of internal control systems to ensure that satisfactory arrangements are in place to promote economy, efficiency and effectiveness; and commissions and reviews the outcomes of value-for-money audits.

## **NOMINATIONS COMMITTEE**


The Nominations Committee meets when required, usually to consider board vacancies. The Committee advises the Board on the overall balance of its membership and recommends the appointment of new Members, drawing on nominations received from open advertisement.

## **REMUNERATION COMMITTEE**

The Remuneration Committee meets once a year, to determine on behalf of the Board the salaries and conditions of service of the senior post holders. The Remuneration Committee operates in accordance with the Committee of University Chairs' Higher Education Senior Staff Remuneration Code.

## **VENTURES COMMITTEE**

The Ventures Committee oversees the development of the University's Ventures activity against the Business Plan and income targets set out in the 2030 Strategy, and supports the acceleration of the exploration of opportunities for Falmouth University intellectual assets which have significant economic and social impact.

A photograph of a coastal town with houses on a hillside overlooking a beach and the ocean. The image is overlaid with a semi-transparent teal filter. The houses are clustered on a grassy slope, and the beach is visible in the foreground. The sky is filled with clouds.

**The Board of Governors must  
at all times ensure coverage  
of the variety of skills and  
experience required to  
successfully govern a higher  
education institution.**

# PERSON SPECIFICATION

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Falmouth's status as a leading specialist creative University, headquartered in Cornwall, brings further opportunities and challenges which the combined skill set of the Board must be able to address.

**We are currently seeking to appoint up to three outstanding individuals to our Board of Governors as Independent Members. These are exciting opportunities to make a significant contribution to the future direction of the University. In particular, we are seeking candidates with at least one or more of the following skillsets and experience:**

- **Start-up ventures** – significant executive or NED-level experience
- **Higher Education** – especially senior leadership or policy leadership in either:
  - Future skills for the UK and international Creative Industries; and/or
  - Transdisciplinary study; and/or
  - Digital learning and teaching

■ **Law** – especially commercial and employment law

■ **Human Resources** – especially with significant experience in incentivisation and reward, and in Equality, Diversity & Inclusion

**As well as the above experience, the following attributes are particularly valuable:**

- Expertise in business dynamics and strategy
- Ability to analyse complex issues and contribute at a strategic level
- Knowledge of the Creative Industries and the Creative Economy

- Knowledge of the socio-economic context and potential of Cornwall and the Isles of Scilly
- Knowledge of the principles of good governance
- Integrity, tact, objectivity and trustworthiness
- Strong interpersonal, communication and listening skills
- Availability to spend sufficient time in Cornwall, for attendance at formal meetings, and from time-to-time University events

**We are committed to increasing the diversity of our Board, and encourage applications from candidates whose background, experience and identity will broaden and enhance the balance of perspectives.**

## TIME COMMITMENT

Our Board meets six times per year. The usual expectation is that a minimum of three of the six meetings per year must be attended face-to-face, the remaining three meetings may be attended via videoconference.

Independent Members may be required to provide additional contribution through membership of one or more of the Board's four sub-committees. Sub-committee meetings and University events are generally scheduled adjacent to Board meetings for the convenience of Members.

From time-to-time, Independent Members with specific expertise may be asked to contribute to University projects or initiatives. This is entirely voluntary and based on Members' availability.

## REMUNERATION

This is an unpaid position: the University will meet all reasonable expenses incurred by Members of the Board undertaking Board business, for example travel to meetings and development events.





# HOW TO APPLY

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To apply, please upload a curriculum vitae and covering letter outlining your suitability for the role via our [online recruitment portal](#).

Applicants are welcome to contact Dr Robin Kirby, Secretary to the Board of Governors with any informal queries regarding the role:  
Email: [robin.kirby@falmouth.ac.uk](mailto:robin.kirby@falmouth.ac.uk)

The closing date for applications is Sunday 2 May 2021.



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STRATEGY

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DOING IT  
FOR REAL

**FALMOUTH**  
UNIVERSITY



**Top line, left to right:** Andy Neal, Senior Lecturer: Graphic Design; Danielle Barrios O'Neil, Course Co-ordinator: English & Writing; Will Griffin, BA(Hons) Business Entrepreneurship

**Middle line, left to right:** Elisia Bott, Business & Innovation Projects Officer; David Smithers, Technical and Facilities Manager: the School of Film & Television; Sarah Benney, Gardener

**Bottom line, left to right:** Laurence Mesropians, Designer; Fadzai Kadzatsa, BA(Hons) Fashion Design

# FALMOUTH IN 2030

In 2030 Falmouth University has become what we set out to be twenty years before, a creative innovation hub. A place full of clever people. Original and courageous thinkers, who feed the future of the creative industries, not its past.

We look different and we work differently - in different places, in different ways and with different people. Everything we do, is done with partners. Not only does this keep us learning, but it brings our knowledge and skills into other high growth sectors.

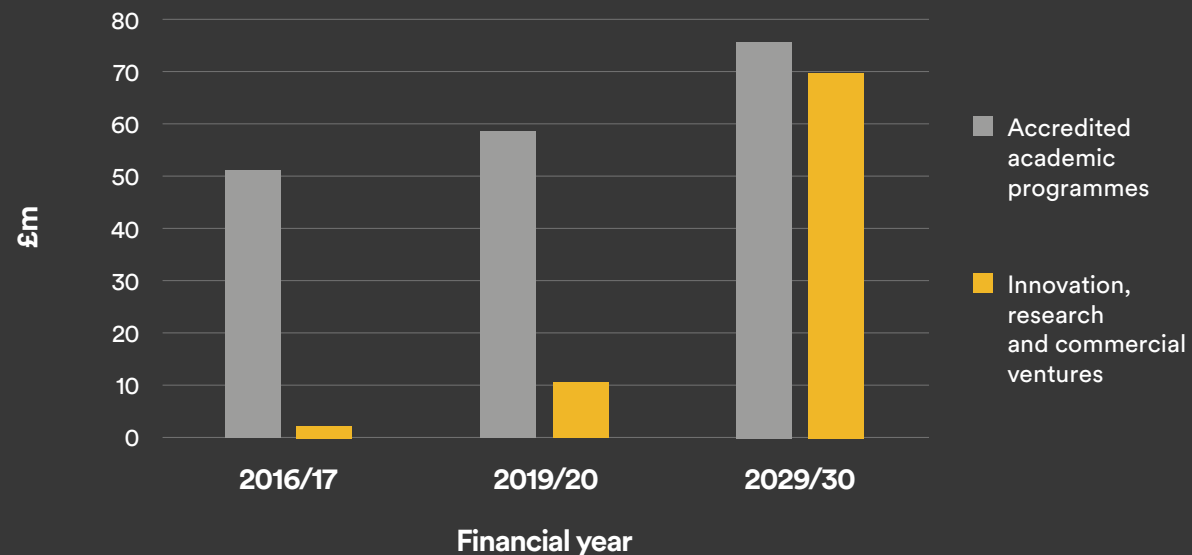
Creativity has become a commodity in high demand. We know it's a word that belongs as much to science and technology as art. This is why we work across so many disciplines. Co-creating new interfaces, new products, new narratives, new images, new environments, new business models. Using innovative thinking designed to change lives.

And we are **Doing it for Real**. Producing future-proofed entrepreneurial graduates. People who excel both as employers and employees. Complex problem solvers and multi-disciplinary team players. Shaped through partnering with industry and by our intensive needs based approach to learning.

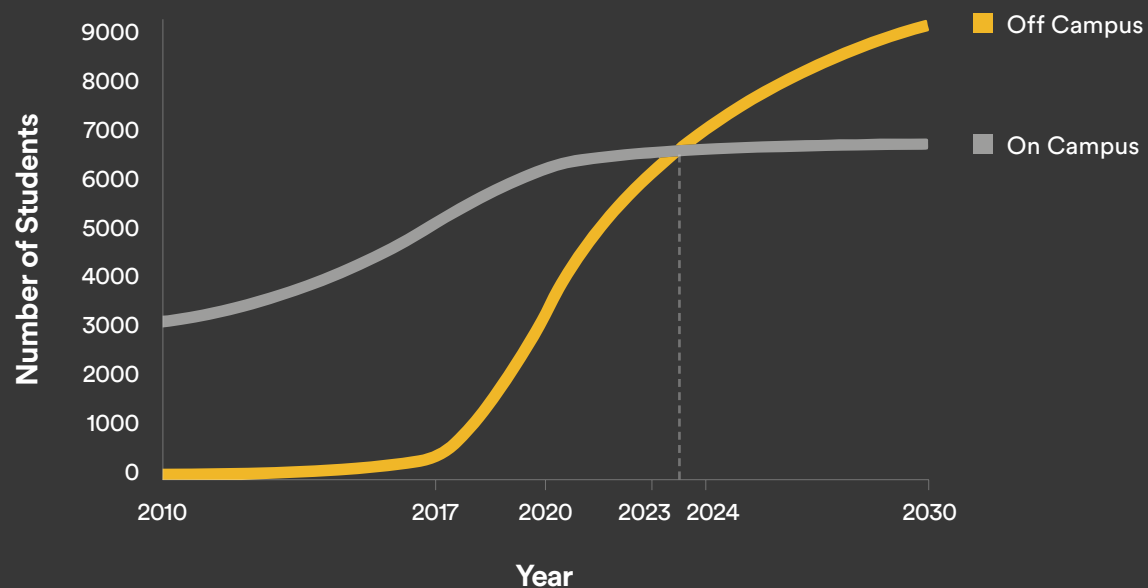
We've put real world, real market challenges at the heart of everything we do. We've learnt how to capitalize our abundant raw student talent. We have created the next generation of entrepreneurs. Our approach to design thinking and open innovation has changed us forever. It has magnified our impact in Cornwall and helped us take Falmouth and Cornwall Global.

*The next twelve pages of this Strategy explain how we challenged ourselves to do it and introduces the three sub-strategies that underpinned our journey to 2030.*

## REBALANCING INCOME SOURCES



## STUDENT GROWTH PROJECTIONS



# OPEN INNOVATION

This is the defining cultural approach we use to deliver our 2030 Strategy. A significant shift in approach that changes the way we look at ourselves and our environment.

It starts by cooperating with partners outside our sector, other disciplines, other businesses, other markets and of course end-users. All bringing added value in the creation of new products and solutions.

It means recognizing that not all good ideas come from within our own disciplines. That the 2030 economy will not be shaped within firm sectoral boundaries.

Open Innovation challenges traditional HE structures, methods and roles. It heralds the value of design thinking.

It underpins the urgency to be more porous and to use transdisciplinary models that stimulate invention and disruptive thinking.

It encourages our staff and students to actively seek and exploit synergies. To capitalize our originality and creativity for first mover advantage. This enables us to meet the 4th Industrial Revolution head on.

### Kamran Harandy

External Funding Project Officer, engaging with academic and industry partners to develop new research and innovation projects.



# MAKING FUTURE PEOPLE

## STUDENTS

Our students' future career success is at the heart of our teaching, curriculum and support services. This means preparing our students for the future economy and new types of employment. The 2030 Portfolio Strategy will ensure that graduate career prospects drive every aspect of the academic experience at Falmouth.

## STAFF

We have developed a new 2030 People Strategy setting out our commitment to recruiting, developing and nurturing staff, across teaching, innovation, research and professional services. We are breaking down the barriers and distinctions that separate academic and professional services staff, and increasing our agility as an organisation by simplifying staffing structures.

## TEAMS

We are building cross-institutional teams to prepare the ground for new interdisciplinary, challenge-based programmes and collaborations. We are investing in new training and development programmes to enable students and staff to build great careers, and achieve their highest potential at Falmouth.

## TOOLKITS

Our 2030 People Strategy is underpinned by a Toolkit with detailed advice and output-based annual objectives, tied directly to the delivery of the 2030 Strategy.

## RECOGNITION

To reflect our commitment to 'doing it for real', we are developing new ways to incentivise and reward staff as stake-holders and share-holders for making significant contributions to the University's success.

# 2030 TARGETS

## PERCENTAGE OF GRADUATES

in self-employment 15 months after graduation

**BASELINE 2015/16:**

**28%\***

**TARGET 2030:**

**33%**

\*2016 - six months after graduation

## NUMBER OF NEW COMPANIES STARTED

**BASELINE 2015:**

**6**

**TARGET 2030:**

**111**

## NUMBER OF JOBS CREATED THROUGH START-UPS

**BASELINE 2014/15:**

**19**

**TARGET 2030:**

**1575**

**Riko Sekiguchi**

BA(Hons) Illustration graduate  
and winner of the 2018 Carmelite  
Picture Book Prize.



# 2030 TARGETS

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## STUDENT NUMBER GROWTH

**BASELINE 2016/17:**

**5428**

**TARGET 2030:**

**15500**

### **Rob Sanders**

Launchpad graduate and co-founder of *Glas Data*, delivering innovative solutions for the agri-tech sector.

# DOING IT DIFFERENTLY

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By 2024, our recruitment to collaborative provision programmes will overtake recruitment to on campus programmes. By 2030, 8500 students will be studying primarily off campus, and 6500 on campus.

To deliver this growth we have developed a new 2030 Portfolio Strategy, which sets out our approach to delivering a portfolio that is 'doing it for real'. This approach that recognises applicant choices are changing and that employers increasingly demand multi-platform skills.

Falmouth enjoys many advantages which help us stand out from a crowded Higher Education sector - our subject specialisms, high standards, unique location, central role in the regional economy, and our approach to innovation and business incubation. We are capitalising these advantages and accelerating our portfolio diversification into new markets, new modes and new subjects.

We are developing new models of content distribution, driven by cutting edge intelligence, market demand and the national future skills agenda, and the rapid growth in demand from emerging economies.

We are doing it collaboratively, working with high quality educational partners around the world to build upon existing markets and open up new ones. Our course portfolio is expanding and diversifying through:

- Incubation-led teaching and research models
- Interdisciplinary programmes
- Accelerated Degrees
- New types of Apprenticeships
- Industry co-designed/co-delivered courses
- Online and blended programmes





# 2030 TARGETS

## INCOME FROM INNOVATION, RESEARCH AND COMMERCIAL VENTURES

BASELINE 2016/17:

£2.8m

TARGET 2030:

£70.2m

### Tracy Pritchard

Director of the Fashion & Textiles Institute and the School of Architecture, Design & Interiors, building new collaborations and partnerships across the globe.

# TAKING CORNWALL GLOBAL

Falmouth University is a recognised anchor institution in Cornwall, fully engaged with the County's economic, skills and enterprise agendas. We are a major player in delivering higher skills to the County, alongside well documented employment and economic benefits.

The expansion of the University in the early part of the 21st Century was driven by the need to increase the provision of higher level skills in the County, and we retain our commitment to widening participation, and ensuring fair access to our University for people from Cornwall.

We are unwavering in our mission 'to help grow Cornwall', but in our next phase the University will also help take Cornwall Global. To do this we will continue to build and populate the pipeline of new high growth, high value companies headquartered in Cornwall trading around the world. Ambitious plans set out in our new 2030 Research & Innovation Strategy.

To achieve this we are working in concert with Cornwall Council, the Cornwall & Isles of Scilly Local Enterprise Partnership, local partners and industry to join up strategies for economic growth and increasing access to higher skills.

We will continue to attract staff and students from around the world, and work with global education and research partners, to increase our international reputation for teaching, research and innovation, and deliver our targets for student growth and income diversification.



# BEING SUSTAINABLE

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As an anchor institution in Cornwall we recognise our responsibility for the environment, and the impact of our activities and interactions with the wider community.

Falmouth University educates future global innovators, business leaders and entrepreneurs. We influence our students through our actions, through our curriculum, and through the stewardship of our physical environment.

Our Governance structure includes regular reporting on our 2030 plans and targets, including our Environmental Sustainability Policy.

We will seek out, utilise and share environmental best practice and look to drive transformational change wherever we can across the institution.

At a time when student expectations and competition are demanding increased capital investment, we will ensure that our resources are utilised to maximum effect so that we deliver the best value for the institution and our students.

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## Andy Smith

Lecturer in Creative App Development and co-founder of *Joint Effort Studios*, producing creative video and digital content for business and industry.



# BEING GOLD

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Underpinning our 2030 Strategy is an absolute commitment to the highest professional standards across the University's operations, and to retaining and strengthening our place in the top tier of the UK's Higher Education providers.

In 2017 Falmouth achieved the highest ranking of 'Gold' in the UK Government's first Teaching Excellence Framework - confirmation that we meet the highest standards for teaching quality, student retention, and graduate outcomes.

This commitment is a critical component in staying competitive in the global Higher Education market, and attracting the highest quality education and investment partners.

## TEACHING EXCELLENCE FRAMEWORK STATUS

**BASELINE 2016/17:**

**GOLD**

**TARGET 2030:**

**GOLD**

### Vanessa Hastings

BA(Hons) Fashion Photography  
student and intern at *Vogue* magazine.



**FALMOUTH**  
UNIVERSITY