



Process for Council to consider whether to renew Professor Bailey's appointment as President and Principal

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| Outcome requested: | Council is asked to approve , on the recommendation of Governance Committee, the process for it to consider whether to renew Professor Bailey's appointment as President and Principal. |
| Executive Summary: | <p>[a] Council appointed Professor Bailey as President and Principal for a five-year term starting on 1 September 2017. Given the lead time for appointments at this level, the Chair of Council intends to consider whether to renew Professor Bailey's appointment in the second half of the 2020–21 academic year.</p> <p>[b] The Queen Mary Charter specifies that Council appoints the President and Principal and approves his/her terms and conditions of appointment. It is recommended that Council should adopt the process outlined in this paper, led by the Chair of Council, through which to make these decisions. This reflects CUC guidance and advice taken from Advance HE on best practice in the sector.</p> |
| QMUL Strategy: | The President and Principal is ultimately responsible for the delivery of the Strategy. |
| Internal/External reference points: | Queen Mary Charter CUC Higher Education Code of Governance CUC Illustrative Practice Note on Recruiting a Vice-Chancellor |
| Strategic Risks: | N/A |
| Equality Impact Assessment: | The paper includes a commitment to ensure the gender and ethnic diversity of the panel that will oversee the process. |
| Subject to prior and onward consideration by: | Considered by Governance Committee on 8 October 2020. |
| Confidential paper under FOIA/DPA: | No |
| Timing: | Connected to the term of appointment of the President and Principal. |
| Author: | Jonathan Morgan, Chief Governance Officer and University Secretary |
| Date: | 12 November 2020 |
| Senior Management/External Sponsor: | Lord Clement-Jones, Chair of Council |

Process for Council to consider whether to renew Professor Bailey's appointment as President and Principal

1. Council appointed Professor Bailey as President and Principal for a five-year term starting on 1 September 2017. Given the lead time for appointments at this level, the Chair of Council intends to consider whether to renew Professor Bailey's appointment in the second half of the 2020–21 academic year.
2. The Queen Mary Charter specifies that Council appoints the President and Principal and approves his/her terms and conditions of appointment. Council is asked to adopt the following process, led by the Chair of Council, through which to make these decisions.
3. It is proposed that Council should establish a panel with the following membership to oversee the implementation of the process and to make recommendations to Council at the end. Steps will be taken to ensure the gender and ethnic diversity of the panel. The Panel will be supported by the Chief Governance Officer and University Secretary, with input from the Director of Human Resources.

Chair of Council (Chair)

Vice-Chair of Council

Treasurer

Chair of the Audit and Risk Committee

QMSU President

One elected staff member of Council, identified by the Chair of Council

Two external members of Council, one of whom joined in the last two years, identified by the Chair of Council

4. It is proposed that the terms of reference of the panel will be:
 - [a] to gather and consider evidence, including a 360 assessment, regarding Professor Bailey's contribution over the past three years in relation to: developing, implementing and refreshing the Strategy; leadership; risk management; institutional performance across education, research and finance; and the ambassadorial role;
 - [b] to gather and consider perspectives regarding challenges facing the University and the higher education sector over the next five years, and the skills and leadership required to implement the Strategy;
 - [c] to provide regular updates and make a recommendation to Council on whether to renew Professor Bailey's appointment as President and Principal.
5. The Remuneration Committee will also have a dual role: to contribute to the panel's assessment of Professor Bailey's contribution over the past three years; and to make recommendations to Council regarding Professor Bailey's remuneration and terms and conditions in the event that the panel recommends to renew his appointment. This will be achieved and co-ordinated through the duplication of membership across the two groups.
6. It is proposed that the 360 assessment should include a range of internal and external stakeholders to be determined by the panel, including members of Council, members of the senior leadership, student representatives and strategic partners. The exercise to gather perspectives regarding future challenges should similarly take into account a

range of internal and external views, as well as input from relevant sector bodies. It is proposed that both pieces of work should be contracted out in order to encourage openness and transparency.

7. The indicative timeline is as follows.

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| 23 October 2020 | Remuneration Committee's annual review of Professor Bailey's performance |
| December 2020 | Panel begins to meet and plans procurement |
| February–March 2021 | 360 assessment and other stakeholder engagement |
| 7 April 2021 | Remuneration Committee develops a proposal regarding Professor Bailey's remuneration and terms and conditions |
| 20 May 2021 | Council considers proposals from Remuneration Committee and the panel |

Jonathan Morgan
Chief Governance Officer and University Secretary
12 November 2020