



Dear EAUC Member

I have pleasure in sending you papers for our forthcoming AGM. It will be held at 11:00am on Friday 19<sup>th</sup> April 2013 at the University of Nottingham. For those unable to attend in person you are able to vote online and details will be sent to your appointed representative on how to do this.

With this mailing are the following supporting papers:

- AGM Procedures
- AGM Agenda
- Minutes of the last AGM
- Resolution Paper AGM13-01
- 2012 Annual Trustee Report and Financial Statements can be viewed at [www.eauc.org.uk](http://www.eauc.org.uk).

**Please note:**

We ask that members raise substantive questions by email to the Company Secretary at [fgoodwin@eauc.org.uk](mailto:fgoodwin@eauc.org.uk) by Thursday 11<sup>th</sup> April. This will allow the Trustees to prepare a full and competent response.

**AGM procedures**

Below is information to assist Members with the procedures of the AGM. Full details can be found in our Memorandum and Articles of Association at [http://www.eauc.org.uk/eauc\\_governance](http://www.eauc.org.uk/eauc_governance)

**Who can attend?**

Anyone can attend an AGM but only Educational Members can vote. Company Members, Strategic Partners and non-Members are not allowed to vote. Each Educational Member institution can have one representative to vote.

**How many Members need to attend?**

We need to have a minimum number of Members to attend (a quorum) - we must currently have 25 or one-tenth of all Educational Members (22) entitled to attend or by proxy – whichever is the lesser. So we need at least 22 Member representatives attending or by proxy to hold the meeting otherwise the meeting has to be adjourned.

**What is the purpose of the AGM?**

At the AGM you will receive the Annual Trustee Report & Accounts. When required you will accept retired Trustees, elect new Trustees and appoint the auditors. It is an opportunity for the Board and Members to discuss any other business required. Items that require a vote from Members are called Resolutions.

**How do I vote?**

At AGM's there will be areas that we require Members to vote on (Resolutions). Each Resolution will be put to a vote by the Chair. Voting is undertaken online prior to the AGM using Electoral Reform Services.

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Each Member institution has been contacted to nominate their voting representative and voting details have been sent to that person to vote prior to the AGM online. Voting can also take place in person at the AGM if the voting representative has not already voted online. The voting representative will be provided a voting card upon registration and verification. The voting cards will be added to the online voting results by an independent scrutineer and the results will be declared at the AGM by the Chair. The Chair is entitled to a second or casting vote.

### **Can I vote online?**

Yes, you can vote online by using the Electoral Reform Services system by proxy. You can either declare your decision or nominate someone to vote on your behalf who will be present at the AGM or the Chair. We asked Members who their voting representative would be and all Member key contacts or appointed representatives will receive an email from Electoral Reform Services with secure voting instructions on how to do this.

### **Why are you using Electoral Reform Services?**

Electoral Reform Services (ERS) is the UK's leading independent ballot supervisor and expert in the administration of electronic voting. They provide a very reasonably priced service to the charity sector for this purpose. In order to ensure the voting is undertaken transparently and fairly there will be a scrutineer from ERS at the AGM. They will register all those physically present at the AGM and assign voting cards for those eligible to vote – i.e. one representative from an Educational Member and verify if they have already cast a vote online. Only those with voting cards at the AGM will be counted and added to the online votes. ERS will then combine the votes and confirm the results which will be announced at the end of the meeting.

If you require any further information please contact the Company Secretary, Fiona Goodwin, at [fgoodwin@eauc.org.uk](mailto:fgoodwin@eauc.org.uk).

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The Environmental Association for Universities and Colleges (EAUC)

Annual General Meeting

19 April 2013 – 11:00 at the University of Nottingham

Agenda

1. Welcome and Apologies  
*Robert Bellfield, Chair of the Board*
2. Approval of Minutes of 2012 AGM  
*Robert Bellfield, Chair of the Board*
3. **Resolution Paper AGM13-01** - Election of Board Member who will act as Company Director and Charity Trustee  
*Robert Bellfield, Chair of the Board*
4. Review of the Year - 2012 Annual Trustee Report & Accounts, followed by questions  
*Iain Patton, CEO & Neil Scott, Treasurer*
5. Future Plans & 5 Year Strategic Framework, followed by questions  
*Iain Patton, CEO & Robert Bellfield, Chair of the Board*
6. Vote Results  
*Robert Bellfield, Chair of the Board*
7. Any other business  
*Robert Bellfield, Chair of the Board*

**Only Educational Members are entitled to vote at Annual General Meetings. The voting right of Member institutions may be exercised by one representative only.**

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**Annual General Meeting Minutes**  
**27<sup>th</sup> March 2012 – University of York**  
**Chair – Paul Cross (PC)**

A copy of the presentation and papers can be found at [http://www.eauc.org.uk/eauc\\_governance](http://www.eauc.org.uk/eauc_governance).

**1. Welcome and Apologies**

The Chair welcomed Members to the AGM and outlined the improvements made to the format of the AGM to improve transparency and clarity. Each table has a member of the Board, a Member Advisory Council representative and a staff member where possible, ensuring the links between the groups are closer together. The second change made is to use the services of Electoral Reform Services who are the UK's leading independent ballot supervisor and expert in the administration of electronic voting. They provide a very reasonably priced service (£500) to the charity sector for this purpose. In order to ensure the voting is undertaken transparently and fairly there is a scrutiniser from ERS. ERS registered all those physically present and assigned voting cards for those eligible to vote – i.e. one representative from an Educational Member and verify if they have already cast a vote online. Only those with voting cards will be counted and added to the online votes. ERS will then combine the votes and confirm the results which will be announced at the end of the meeting.

Apologies received from Helen Manns, Northumbria University; Katrina Henderson, Cardiff University; Andrew Walker, Aberystwyth University; Richard Maxwell, Bristol Old Vic Theatre School; Roger Bond, University of East Anglia.

Any other business was to be raised prior to the meeting and none has been raised. In light of the recent communications regarding changes to Membership the Chair took the opportunity to amend the agenda slightly to ensure there is space and opportunity for discussion on this matter and therefore item 5 on the 5 year strategy discussion will not be covered. Other avenues for Member involvement in the 5 year strategy through the MAC, Communities of Practice and Regional groups will be used.

**2. Approval of Minutes of 2011 AGM**

The minutes were approved.

**3. Resolution Paper AGM12-01 – Election of Board Members who will act as Company Directors and Charity Trustees**

As well as fulfilling a governance and oversight role, EAUC's trustees agree the strategy and priorities of the association. Due to two trustees (Paul Cross and Neil Smith) stepping down as of today there are two vacancies to fill on the Board of Trustees.





The Board undertake a skills gap analysis of what is required to ensure the Board remains a balanced strategic group with relevant experience to bring to the governance of the organisation. The Board are particularly looking for the following skills and specifically look for out of sector experience as we value a broader perspective this brings: The Board are looking for director and senior management level ideally with previous board experience and specifically looking for Strategic or Policy expertise, a Sustainability professional or a Human Resources professional. Further details of this process are included in the AGM papers for information.

The Board asked for nominations in January and received 3 applications. The Board has agreed that a recommendation to the Membership is not required on this occasion. We have asked all key contacts or the appointed representative for Member institutions to vote online using the ERS secure site for the past two weeks. Voting closed on Friday 23<sup>rd</sup> March and will be added to the physical vote today. Only those who have been issued with a voting card are eligible to vote and will be counted. PC asked those eligible to complete their polling card and ERS collected them. The voting results will be announced at the end of the meeting once all votes have been verified which is being undertaken by Adrian Wilkins, the scrutiner from ERS. The two with the highest majority will be appointed as of today as trustees. No questions were raised.

#### 4. Review of the Year

PC handed over to Iain Patton (IP), CEO to go through the Annual Trustee Report. IP highlighted the activities of the year which included:

- Establishing the Member Advisory Council;
- Community of Practices in Carbon Intensive Research Universities and Colleges and Promoting Positive Attitudes with a Green ICT being launched soon; Over 1300 Members are active in these groups;
- Developing regional groups in Scotland, Wales, South East and South Coast and new Midlands groups coming soon;
- Developing webinar training and e-based learning with more to come;
- Launching Learning in Future Environments (LiFE) with 17 institutions signed up to date and launched in Australasia in February;
- 100% sign up to Universities and Colleges Climate Commitment in Scotland (UCCCfS)
- Completed projects – Green Impact which is growing strong under the NUS and Suste-Tech which the legacy will be the Green ICT Community of Practice
- LSIS work included 4 cohorts of the Leaders of the Future programme which uses Members to develop the programme and highlight their skills and experiences
- International – with a collaboration of organisations from Australasia, France, USA, China, Korea, Spain and Africa contributing to the consultation on Rio which makes Members voices bigger and louder.
- Green Gown Awards – continuing to grow and the learning from the Awards needs to be developed
- Company Membership – Corporate Relationship Manager, Iain Boyd, started in the summer and we vet and approve all companies to ensure we work together to benefit Educational and Company Members to share expertise, knowledge and resources.
- Advocacy and consultations – Members are represented on the majority of every board or group that exists within the sector relating to sustainability, providing a greater voice for Members. We need the help of Members to feed into consultations to show a more powerful voice as the EAUC is known as being representative of the sector.

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IP handed over to Neil Scott (NS), Chief Finance Officer at University of Hull and Treasurer to provide an overview of the Annual Accounts. NS highlighted the following areas:

- 2011 accounts are our 8<sup>th</sup> year of audited accounts
- In 2011 we made a loss of £90k. Income was £116k lower than expected and this was balanced with a reduced expenditure by £89k. Reasons for the loss included a 3 year adjustment on VAT liability of £55k, poor CPD attendance and less than projected from the corporate sector.
- 2012 budget setting process was highlighted and the critical need to ensure we have sustainable finances. We continue to diversify our income through Membership, conference, CPD, consultancy and corporate sponsorship. The Audit Sub-Committee (chaired by the Treasurer) reviewed the current finances and the risks and researched into options which were presented to the Audit Sub-Committee and a proposal presented to the Board which was approved. The Board consulted the MAC on the communication of the changes.
- It is critical to be financially sustainable long term. The EAUC run a tight ship and we have to ensure income meets expenditure as a minimum. The Audit Sub-Committee looked into the options of a fee increase of £650 but this still made a loss.
- We are a charity and any surplus goes back into the charity to benefit Members. If we continue to make a loss we will have to close down. Membership income accounts for less than one third of income. Structural changes such as mergers in the sector also provide more pressure on our budgets which we have to account for.

## 5. Future Plans

IP highlighted the future plans for the EAUC which included:

- More Community of Practice groups such as Green ICT, Waste, Procurement, Energy and Leadership
- More Regional groups
- Online CPD – with a new e-learning package being launched soon which will be free to Members for induction and green champion training.
- Sustainability Exchange – a collaboration of all UK sector bodies committed to bring resources on sustainability together which crosses over into leaders, estates, finance and students. We are looking for volunteers for testing and will be involving the MAC.
- International work and working together for a global reporting mechanism
- Growing the dissemination of the Green Gown Awards
- Leadership – we are starting to get noticed by leaders but there is a long way to go
- Linking all of the EAUC activities through the four frameworks of
  - Partnership and Engagement
  - Leadership and Governance
  - Learning, Teaching and Research
  - Estates and Operations
- Fifth framework is the skills required to achieve these. Membership and supporting Members is at the heart of all we do.
- 5 year strategy – we will be talking to Members and stakeholders and how we can respond to your career and professional needs
- Background – We took a big step in 2005 and kept Member fees down as we needed to prove ourselves and for the right reasons. The recession came and it was a sensitive time to raise fees so we subsidised fees through project funding and corporate income.

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Yet this is a high risk approach and we are here for the long run and need to be financially sustainable. The Board are made of Members and are elected by Members. The Board made the long hard decision for a viable future.

- Membership survey showed that the one membership for all model was preferred yet this brings costs.
- Value – we have been undervaluing Membership for too long and we accept criticism on the lack of consultation and admit we could have done this better. The Board looked at the data, needed to implement risk mitigation and came to this bold decision so we are here for the long term.

The floor was open to questions and comments. Below is a summary of these:

Steve Marsden, University Campus Suffolk – How can we be confident of the finances in the future and can you be more transparent? NS responded – The Board is reacting to rapidly changing environment. We are reacting to changes so we can support Members and need to take this action. The Board undertake close monitoring of finances and the diversification of income shows a low risk approach. This ensures we are financially sustainable in the long term.

Nick Hillard, University of Warwick – If making a loss why not making cuts? Could we get support from other sector bodies such as UUK, AUDE, BUFDG? NS responded - Expenditure was reduced by £89k in 2011. The alternative is to make more cuts which would result in cuts to services which was not considered an option.

Mark Warner, Leeds Metropolitan University – Other organisations are looking into amalgamating under one body for one fee. The last time Member fees were increased institutions were not in the same position of reduced budgets – what guarantee that we will not ask Members to bail out. Staffing costs are over ambitious and other organisations run on less staff. Need a slighter increase. IP responded – we have 6.8 full time equivalent staff, other staff are project funded. One option was to reduce staff but we would still need to increase fees with a reduced service which was not considered viable.

Peter Smith, Borders College – What is the budget for next year and how does this affect the surplus and reserves? How does the Corporate Relationship Manager investment match to the income generation? Potential cost reduction.

Helen Cutts, Wigan and Leigh College – How can you encourage colleges to join at that rate?

David Somervell, University of Edinburgh – At the MAC meeting asked for resources to be open access to all. Can we ask the Board to consider the levels for FE colleges. It is good value for Edinburgh but is harder for smaller institutions. Do not come back with fait accompli. IP responded that better Resource access was built into the forthcoming Sustainability Exchange plan.

Victoria Hands, Kingston University (Member of LUEG and MAC) – Need more transparency. Hard for smaller colleges and need to see financial strategy. Need to show business case to managers. NS responded – The rise gets us to breakeven in 2012 and Membership still is only 50% of all income generated.

Esin Esat, Bedford College – request for additional band for small colleges. Di Dale responded confirming the comments regarding colleges were valid.

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The Board will consider and reflect on these comments and feedback will be given to Members.

## 6. Vote Results

Robert Bellfield (RB), Principal of Craven College was announced as the new Chair of the Board. RB thanked Paul Cross and Neil Smith for their time on the Board as Trustees. RB announced the results of the voting as:

<b>Candidate</b>	<b>Votes cast for</b>
Roger Bond	49
Marie May	60
Richard Maxwell	38

Therefore Roger Bond and Marie May will be elected as Trustees and Directors as of today.

## 7. Close

RB thanked all for attending and if any further questions or comments the Board are available after the meeting and during the coffee break and please do engage with them and the MAC.

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### Resolution - Paper AGM13-01

We have ONE available trustee position for election.

Please read the **Background Information** before casting your vote.

Please read the **candidates' statements** before casting your vote.

#### Resolution:

To elect **Janet Haddock-Fraser** as Trustee/Director

To elect **Wendy Purcell** as Trustee/Director

NB: As this is a Resolution a simple majority and to include any proxy votes is required.

#### Background Information

As well as fulfilling a governance and oversight role, EAUC's trustees agree the strategy and priorities of the association.

We have **one vacancy** to fill on the Board of Trustees. The Board are particularly looking for the following skills and specifically look for out of sector experience as we value a broader perspective this brings:

- Strategic/Policy expertise
- Director/Senior Management level e.g. Vice Chancellor, Principal
- All nominations would ideally have previous board experience

#### How does the process work?

As per our constitution, only Educational Members can apply to be a trustee and director. That means trustee nominees have to work in an organisation that is a current Member and they are from a university, college or learning and skills sector provider. Company Members and Strategic Partners are not eligible to apply. All nominees have been verified as eligible to apply. The process for selecting trustees is as follows:

- We asked for Trustee Nominations in February 2013. We received 2 Trustee Nominations.
- The Board select their recommendations if required – the Board have agreed that a recommendation is not required for this particular vote.
- **All** applications received (two) are sent to the Educational Members and are asked to vote
- Votes are taken by Educational Members present at the AGM or those who vote by proxy prior to the AGM. Voting will take place prior to the AGM electronically to ensure as many Members have the opportunity to vote.
- Only one vote is cast per member institution. We have asked all Key Member Contacts to inform us by 11<sup>th</sup> March if they wish to change the nominated person who will vote on their institution's behalf. The nominated person will be sent voting details direct with instructions on how to vote

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For full details of how this process works please refer to our Constitution at [http://www.eauc.org.uk/eauc\\_governance](http://www.eauc.org.uk/eauc_governance).

### **How does the Board decide what skills are required?**

The People & Performance Sub-Committee review the existing skills from the trustees, taking into account those skills that are leaving and any gaps that are felt required to ensure the continued governance of the organisation. The People & Performance Sub-Committee then put forward their recommendations to the Board who approve the skills to recruit. It was felt that strategic expertise, senior management and previous board experience is required.

### **What is required from a trustee?**

Trustees are required to attend Board meetings. The Board has six short meetings per year (virtual), plus two strategic planning days (face to face). Communications also take place via email in between meetings.

Board members are also expected to lead or participate in at least one sub-committee dealing with specific aspects of the EAUC's activities, and represent the EAUC as required. Trustees act as ambassadors for the EAUC. A role description for trustees is attached as an appendix.

### **How long does a trustee stand for?**

Each elected trustee shall hold office until the expiry of the fifth AGM after the AGM at which he or she is appointed. A retiring elected trustee will not be eligible for re-appointment until the AGM after the AGM at which his or her term of office ends.

If a trustee leaves their employer and no longer works for a university, college or learning and skills sector provider that is an EAUC Member they have to vacate their position.

### **Who currently sits on the Board?**

You can view the current Board at [http://www.eauc.org.uk/our\\_executive\\_committee](http://www.eauc.org.uk/our_executive_committee). We currently have 8 elected trustees, 2 Branch Convenors and the CEO. Fraser Lovie was co-opted by the Board and will be vacating his position at the AGM on 19<sup>th</sup> April 2013. The new position will be activated if voted by Members at the AGM on 19<sup>th</sup> April 2013. Our constitution states a maximum of 9 elected trustees.

### **Why a Trustee and a Director?**

We are registered as a charity and all trustees are registered with the Charity Commission. We are also a registered company and all trustees are registered as Directors of the company with Companies House.





## Appendix 1

### Role Description for Trustee

#### The statutory duties of a trustee

- To ensure that the EAUC complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the EAUC pursues its objectives as defined in its governing document and through the Strategic Plan
- To ensure the EAUC uses its resources exclusively in pursuance of its objectives: the charity must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities are
- To contribute actively to the board of trustees' role in giving firm strategic direction to the EAUC, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the EAUC
- To ensure the effective and efficient administration of the EAUC
- To ensure the financial stability of EAUC
- To protect and manage the assets of the charity and to ensure the proper investment of the charity's funds
- To appoint the Chief Executive Officer and monitor his/her performance
- To ensure a mechanism is in place to review and assess the effectiveness of EAUC governance

#### Other duties

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve:

- Scrutinising board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Taking advice from EAUC's Member Advisory Council (MAC)
- Other issues in which the trustee has special expertise

Trustees retire at the fifth AGM after their appointment.

The role is unpaid. Reasonable travel expenses will be met according to the EAUC Travel Policy.

#### Commitment of Board Members

Person Specification for an EAUC trustee

##### Essentials

- Commitment to the EAUC and its Mission, Vision and Values
- Understanding of the legal duties, responsibilities and liabilities of trusteeship
- Willingness to put time and effort into the trustee role
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

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**Personal qualities**

- Sound independent judgement
- Impartiality, fairness and confidentiality
- Willingness to speak his or her mind
- Tact and diplomacy
- Respect for others
- Desire to learn new skills

**Specific abilities**

- Strategic vision
- Creative thinking
- Effective team member
- Excellent communication and interpersonal skills

**Experience**

- Interest in sustainability issues such as climate change, education for sustainability or social responsibility

**Candidate Statements**

**1. HADDOCK-FRASER, Janet**

**NB:** Areas highlighted in Bold are areas required by the Board

**Summary**

**Job Title:** Dean, Faculty of Social and Applied Sciences, with additional institutional strategic lead for UK Partnerships

**Institution:** Canterbury Christ Church University

**Background**

Higher Education	Further Education	Learning and Skills	Other Sector Provider	Out of Sector
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Expertise**

Campus	Community and Students	Teaching, Learning and Research	<b>Sector Senior Management</b>	Out of Sector
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>





**Skills**

Strategic Leadership	Organisational Development (Board experience)	Financial Management	Curriculum Policy and Direction	Business and Enterprise	HR and Staff Development	Political Insight and Influence
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Profile:**

I would be delighted to become a Trustee of the EAUC. My management and academic background enable me to provide the EAUC with senior management experience and skills, in tandem to my academic background as an active researcher and lecturer in corporate environmental sustainability:

- I am currently (Executive) Dean of the Faculty of Social and Applied Sciences at Canterbury Christ Church University. Additionally, I have institutional responsibility for all UK (collaborative and non-collaborative) partnership activity, with a particular focus on partnerships with Further Education. I am also Chair of the Education for Sustainable Futures Committee at the University – which is seeking to integrate sustainability across the University’s curriculum, in tandem with increasing its profile in research and knowledge exchange. In addition to this role, I am also Governor for YMCA George Williams College in London, and am currently nominated to become a Board member for Kent-CAN (a social enterprise collective in Kent).
- In addition to my management role, I am still an active researcher in the area of motivations for environmentally-responsible behaviour at individual, stakeholder and organisational level. My teaching expertise incorporates environmental policy, corporate social and environmental management, marketing and organisational behaviour. This builds on my qualifications (BA (Oxon) Geography, MSc Environmental Management, PhD Environmental Management, MBA).

As such my expertise lies in:

- Through research, understanding and explaining motivations for environmental behaviour at the individual, stakeholder and organisational perspective;
- Curriculum development in corporate environmental sustainability
- Learning and teaching quality and effectiveness
- Institutional strategic development and implementation
- Leadership and staff management

My skills are wide ranging, incorporating those needed for a senior management position (strategy, organisational development, financial management, people management), in addition to those required of an academic with teaching, research and knowledge exchange experience. In addition, my skills bridge those of management alone, to incorporate my disciplinary/academic expertise in environmental management in organisations, their stakeholders, and individuals.





**2. PURCELL, Wendy**

**NB:** Areas highlighted in Bold are areas required by the Board

**Summary**

**Job Title:** Vice Chancellor & President

**Institution:** Plymouth University

**Background**

Higher Education	Further Education	Learning and Skills	Other Sector Provider	Out of Sector
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Expertise**

Campus	Community and Students	Teaching, Learning and Research	<b>Sector Senior Management</b>	Out of Sector
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Skills**

<b>Strategic Leadership</b>	<b>Organisational Development (Board experience)</b>	Financial Management	Curriculum Policy and Direction	Business and Enterprise	HR and Staff Development	<b>Political Insight and Influence</b>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**Profile:**

I know the work of EAUC and how much has been achieved and how much more we need to do. I think I could help and also increase my understanding of the issues and challenges.

A university enjoys a privileged position in helping to develop students as leaders of tomorrow and in shaping communities and place locally and internationally. As such, sustainability touches everything we do and each new encounter is a precious moment to drive the agenda forward.

It is imperative that leaders of universities now and those aspiring to lead in the future are aware of the critical importance of taking this agenda from a marginal part of their compliance activities to centre stage and simply part of ‘how we do stuff around here’.

At Plymouth University we have placed this agenda at the heart of what we do and how we do it – and while we enjoy a leading position, we have so much more to do. One of these things is to help inspire and point the way for others and this chimes with EAUC’s agenda for change. We are embedding sustainability in our university strategy, in our curriculum and student experience, in our processes and procedures and most importantly in our day-to-day thinking.

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Despite the myriad of pressures on universities, sustainability needs to be seen as part of the long-term solution not part of the problem and seen to advance institutional resilience, attractiveness and reputation. As Vice-Chancellor at Plymouth, I consider myself to be in a strong position to work with EAUC to help make things happen.

Appointed in December 2007, Professor Wendy Purcell is Vice-Chancellor of Plymouth University which has established itself as the UK's leading Green University. At Plymouth University sustainability is embedded in our strategy, as one of our four ambitions: *"Achieving resilience, sustainability and effectiveness - we aim to build on our existing position as a leading UK university in sustainability by striving for excellence in financial, environmental and social responsibility across all of our activities."*

Professor Purcell was previously Deputy Vice-Chancellor at the University of Hertfordshire, and prior to this she was Pro Vice-Chancellor (Research) and Dean of Applied Sciences at the University of the West of England, Bristol. Wendy is Professor of Biomedicine and holds a degree in Biological Sciences and a PhD in Immunopharmacology.

Professor Purcell acted as a Special Adviser to the UK government (Department of Business, Innovation and Skills) on the Postgraduate Review, conducted by Sir Adrian Smith, and is a member by invitation of the Council for Industry and Higher Education.

She is a member of the Universities UK (UUK) Long-term Strategy Group and the UUK Sustainable Development Group. Professor Purcell is a Member of two Policy Networks at UUK, namely Employment, Business & Innovation and Health Education & Research. She was a member of the HEFCE Strategic Advisory Committee on Leadership, Governance and Management and led a national leadership project on enterprising leadership in the sector.

Professor Purcell is a Member of the Medical Education England Healthcare Science Programme Board reporting in to Medical Education England. Through this role she accepted the invitation of the Chief Scientific Officer at the Department of Health to establish and Chair the Healthcare Science Strategic Advisory Group in Higher Education. Having done so, Professor Purcell has led this group through to the establishment in 2012 of the Council of Healthcare Science in Higher Education which she now chairs. Professor Purcell co-chaired the Healthcare Science Clinical Academic Careers Strategy Group with Sir Ron Kerr, Chief Executive of Guy's and St Thomas' NHS Foundation Trust.

Professor Purcell is a member of the CBI South West Council and the SW Science and Industry Council. She is a member of the Plymouth Local Strategic Partnership Board, was on the Plymouth City Development Company Board. She is a Trustee of the National Marine Aquarium, the Drake Foundation and The Lord Caradon Lectures Trust.

Professor Purcell has an international reputation in her field of biomedical research and led a number of research teams in developing cell culture models for preclinical studies. Funded by industry, medical charities, Research Councils UK (BBSRC, EPSRC, ESRC) and the EU, she attracted millions in research grants, published widely in international journals and had patents applications filed on her work. She is an elected Fellow of the Royal Society of the Arts, Manufactures and Commerce and is active in the field of leadership practice.

END

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