

# UHI | SHETLAND



## Chair for the Board of Management

UHI Shetland  
Recruitment Pack  
2023

# Introduction



Thank you for your interest in the position of Chair of the Board of Management of UHI Shetland.

UHI Shetland is the single body in Shetland for delivery of first-class further and higher education, research and training, across the main campuses in Lerwick and Scalloway. UHI Shetland is an academic partner of the University of the Highlands and Islands (UHI) and is led and overseen by a Board of Management, which in turn is responsible to the Court of the University of the Highlands and Islands - the Regional Strategic Body for the Highlands and Islands, including Moray and Perthshire.

UHI Shetland is the most northern partner of the University of the Highlands and Islands, who offer a diverse range of courses, many taking advantage of our region's unique environment, landscape and culture.

The position of Chair is a challenging but highly rewarding position, with the expectation that the successful candidate will monitor the ongoing performance of UHI Shetland and ensure that the Board demonstrably acts consistently with the principles of public life, UHI values and commitment to corporate social responsibility.

Through this booklet you will find some general information on UHI Shetland, and a role description for the post of Chair of the Board.

**Alastair MacColl**  
**Chair of Court**

# Board of Management

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# UHI Shetland

UHI Shetland has been formed out of the merger of NAFC Marine Centre, Shetland College and Train Shetland to create a vibrant new Academic Partner in the family of the University of the Highlands and Islands.

We are at the heart of economic development for the islands and work closely with industries as diverse as textiles and aquaculture, in various ways from skills development to research.

Since August 2021, UHI Shetland has been working to bring all their provision together in order to make efficiencies in operations but also develop opportunities for all learners and better meet the needs of Shetland.



# The Future Vision

We want UHI Shetland to be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally.



**This will be achieved by:**

## **Working Together**

*Fostering activity and interaction across the organisation and between staff and students*

## **Working for Shetland**

*Addressing skills needs, supporting innovation and applied research for the Shetland economy as the university for Shetland, within the University for the Highlands and Islands (UHI)*

## **Working Sustainably**

*Embedding sustainability in the curriculum and in our practice*

## **Working to Become Resilient**

*Encouraging staff and student development and aspiration, exploring and achieving new income streams*

## **Working with Partners**

*Furthering relationships, strengthening our position within UHI and developing partnerships including with other institutions, particularly in the research field.*



UHI Shetland's mission is:

To support a sustainable and collaborative environment in Shetland where the economy and community can prosper with local access to relevant, high-quality learning, training, and research opportunities. Shetland UHI will be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally.

This will be achieved through our core values of collaboration, openness, respect and excellence.

The main four areas of the strategic plan are:

- Tertiary Education
- Research and Knowledge Exchange
- Engagement
- Enterprise

The five-year Strategic Plan is available online on the UHI Shetland website [www.shetland.uhi.ac.uk](http://www.shetland.uhi.ac.uk)

# Governance

UHI Shetland has been established as a non-incorporated college. It will become an assigned college to UHI, the Regional Strategic Body (RSB) for the Highlands and Islands. The new body has achieved charitable status through registration with OSCR prior to vesting.



## The Board:

The Board of Management, as UHI Shetland's governing body, plays a central role in shaping the strategic direction of UHI Shetland. The primary aims are to support and challenge the management and staff to continue the development and work of UHI Shetland. We are working to become an assigned College of the University of the Highlands and Islands, the UHI is a Regional Strategic Body (RSB) (under the terms of the Post-16 Education (Scotland) Act 2013), and the Board is accountable to the RSB.

The role of a director is a non-executive one and concerns oversight of UHI Shetland at the strategic level in line with the corporate plan rather than be concerned with the day to day executive management. The role of the Board director encompasses his or her role as a charity trustee (once we are registered) and director of the Company.

At present the board meets on a monthly cycle with papers being sent out one week in advance. We have established Board committees which include Audit, Finance and General Purposes, HR and Remuneration, Learning, Teaching and Research and Search and Nominations. It is expected that each Board member will contribute to at least one of these sub-committees.

# Learning and Teaching

UHI Shetland will provide the help, facilities and services all students need to participate in the life of the organisation and to make the most of their learning experience, regardless of their background, reason for learning, when or how they learn. As many learning opportunities as possible will be created for students to explore, enjoy and experience. Students will be able to choose a vocational or an academic route, with equal opportunity for meaningful progression.

Existing expertise in developing short courses and in apprenticeships will strengthen work-based learning throughout the organisation, whilst our reputation and track record in scientific and creative/ cultural research will allow us to continue to build on our research and curriculum offer.

We have strong community links through our outreach Learning Centres in remote and rural locations. We will also be looking to widen participation to include residents in Shetland's remotest locations.

The curriculum activity areas will be:

## **Creative and Cultural Industries**

*Continuing the exciting work in creative textiles and fine art as well as the courses offered in partnership with Shetland Arts. Includes the Centre for Island Creativities.*

## **Marine Science**

*Includes fisheries, aquaculture and marine spatial planning in research and learning and teaching. This section will include the new Centre for Sustainable Seafood.*

## **Community Learning and Business**

*Building core skills, employability and entrepreneurial capacity in our learners and consequently Shetland community*

## **Health, Care and Society**

*Working to support the provision of a sustainable health and care workforce for Shetland*

## **Technology, Maritime and Built Environment**

*Drawing together Computing, Construction, Maritime and Engineering sections.*



# Job Description

## Chair of the Board of Directors

**Term:** 4 years

**Remuneration:** expenses incurred

**Time commitment:** approx. 25 hours per month with the expectation of 4 formal meetings per quarter (one Board of Management and up to three Committee) along with agenda setting and agenda run-through meetings, VC meetings with UHI, and regular meetings with the Principal and the Board Secretary

### Responsibilities:

- Chair meetings of the UHI Shetland Board of Management and to Chair meetings of Search and Nominations Committee.
- Command the trust and respect of the board of directors, staff and students of UHI Shetland.
- Contribute to collective decision-making and act only in the interests of the Institute, not on behalf on any other interest group.
- Ensure members work together in an open, accountable and effective manner.
- Ensure that UHI Shetland considers all key issues affecting it and that all members have an adequate opportunity to express their views and participate in, and contribute to, decision making.
- Ensure the Institute operates according to its Memorandum and Articles of Association, the Code of Good Governance for Scotland's Colleges, Ministerial guidance for tertiary education, and the Institute's own policies, procedures and terms of reference.
- Convene committees as required by the Memorandum and Articles of Association.
- Monitor the ongoing performance of Shetland Institute and ensure that the Board demonstrably acts consistently with the principles of public life, Institute values and commitment to corporate social responsibility.
- Ensure the performance of the Institute, and the board of directors are monitored through appropriate performance indicators and other data.

# Job Description

## Responsibilities continued:

- Work closely with the Principal of UHI Shetland to ensure a balance of authority and accountability, support and challenge.
- Review the performance of the principal on an annual basis in accordance with agreed criteria, and monitor compliance with the Principal's terms and conditions of employment.
- Develop and maintain a constructive, yet appropriately critical and challenging, relationship with the secretary to the board and other senior members of staff.

In conjunction with the Governance and Records Manager at UHI, undertake the relevant line managerial duties with regards to the Board Secretary.

- Engage in periodic review of the individual contributions and performance of directors on the board and to work with them to identify opportunities for future development in accordance with their individual needs.
- Represent UHI Shetland on the Regional Strategy Committee of the University of the Highlands and Islands, and other external forums as agreed by the board.
- Represent UHI Shetland , in an ambassadorial role, at internal and external meetings and events as appropriate, including annual graduations and prize-givings (August to October).



## Qualities and Experience Required

### Attributes and Qualities

- Demonstrable integrity and ability to command the respect and trust of others from a wide variety of backgrounds, including the establishment of a fair, open, honest and transparent leadership style.
- Excellent interpersonal and communication skills, with a demonstrable ability to encourage the open discussion of divergent points of views and the building of consensus amongst a range of constituent groups.
- Strongly evidenced personal commitment to equality, diversity and inclusion and to the vision of UHI Shetland.
- A strong commitment to, and affinity for, further and higher education.
- The ability to establish good relationships with the diverse and wide-ranging groups, individuals and organisations that constitute the Institute's stakeholders.
- Demonstrable ability to establish a challenging but constructive and effective working relationship with the principal, all directors of the board and the Institute's senior management team.
- Links to, or experience of, remote island communities, with a clear understanding of the challenges and opportunities for an institution operating in this context.

## Qualities and Experience Required

### Essential Knowledge and Experience

- A distinguished record of successful leadership at a senior and strategic level within a public, private or third sector organisation.
- Experience of the legal, strategic planning, financial, budgetary and risk management issues associated with leadership of organisations as described above.
- Experience of chairing boards and committees responsible for managing strategic issues.
- Extensive knowledge and demonstrable understanding of corporate governance issues and a commitment to upholding the highest standards in public life.
- Demonstrable commitment to, and experience of, equality, diversity and inclusion matters.
- Knowledge of the Scottish further or higher education sector, or experience of key bodies relating to education in general, and/or of the charity, not-for-profit, voluntary or public government sector.

### Desirable Knowledge and Experience

- Understanding of key developments in the national and international environment in relation to further and higher education.
- Experience in areas relevant to Shetland's economy, public services and communities.
- Knowledge of fundraising and development.

# Values

All staff and Board Members are to adhere to the UHI Shetland Values:

## **Collaboration**

We will proactively engage and co-operate with others

We will communicate effectively to share knowledge with others

We will work constructively with others to achieve a common purpose

## **Openness**

We will embrace feedback and continue to learn.

We will be empathetic, authentic and honest in all our interactions.

We will listen to others, encourage them to share their views and will value their contributions.

## **Respect**

We will recognise other's strengths and abilities, and their contributions to the organisation.

We will respect and appropriately utilise facilities and resources that are made available to us.

We will consider the impact of our words and actions on others.

## **Excellence**

We will take responsibility for our contribution to the success of UHI Shetland.

We will take pride in our work and work to the highest possible standard.

## How to Apply

We are currently seeking individuals who are passionate about contributing to the growth and success of UHI Shetland to join as Chair of our Board of Management. We are committed to maintaining an open and ongoing recruitment process. In our dedication to fostering a diverse and dynamic board, we invite interested individuals to submit their applications at any time throughout the year. There is no set deadline, as we believe in providing flexibility to potential candidates who are eager to engage in this opportunity.

If you are interested in being part of our journey, please send a full CV with a covering letter to: [board.shetland@uhi.ac.uk](mailto:board.shetland@uhi.ac.uk)



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Where  
learning  
means  
more

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