Leadership Foundation

EXCELLENT SPEAKERS

I definitely recommend attending a Governor Development Seminar as a member of any committee.

Excellent introduction to learning an essential and deeply engaging concept of being a new governor.

by getting an inside perspective of what others do and how they lead. Seminars were thought-provoking.

AND ENJOYABLE. ONE OF THE BEST OF SEMINARS, ONE OF THE BEST I HAVE ATTENDED. IT'S KIND OF MEETING THE GOOD GOVERNANCE CHALLENGE 2013/14

www.lfhe.ac.uk/governance

GREAT OPPORTUNITY

and deepen understanding of the role of governor.

opportunities are immense.

DISCUSSION IS FUELED AND FACILITATED BY SHARING EXPERIENCES WITH OTHERS

EXCELLENT DEVELOPMENT PROGRAMME

www.lfhe.ac.uk/governance

Meeting the good governance challenge 2013/14

GREAT OPPORTUNITY
The Business Case for Sustainability

Professor Wendy Purcell
Vice-Chancellor & President
Plymouth University
More than green!!!!!
More than ‘being green’: tricameral

Achieving a sustainable organisation

Ensuring a strong, healthy and fair community

Living within environmental limits

Meeting the good governance challenge
Making sustainability a top team, top table issue

- A sustainable business model for universities
- Strategic agility

*Sustainability means meeting the needs of the present without compromising the ability of future generations to meet their own needs*

World Commission on Environment and Development, 1987
## South West Performance

<table>
<thead>
<tr>
<th>Institution</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plymouth</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Gloucestershire</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Marjons</td>
<td>125</td>
<td>141</td>
<td>118</td>
</tr>
<tr>
<td>Bristol</td>
<td>23</td>
<td>36</td>
<td>68</td>
</tr>
<tr>
<td>UWE Bristol</td>
<td>31</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Bath</td>
<td>87</td>
<td>57</td>
<td>31</td>
</tr>
<tr>
<td>Bath Spa</td>
<td>33</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Falmouth</td>
<td>100</td>
<td>126</td>
<td>97</td>
</tr>
</tbody>
</table>
The Future

NEXT EXIT
Vision for the HE sector in 30 years?

- More accessible/more elite
- More/less community engagement
- More global/more local
- High/low quality sector
- More/fewer students
- More/less funding
- More/fewer HEIs
- More/less regulation

etc...

Research outcomes from work undertaken by the Long-term Strategy Group of Universities
UK; Spring 2011
A "University"

Classic Pillars under threat?

- Research
- Degree

Governance
Curriculum
Teaching and Learning
Assessment
Experience
Faculty

Can be anywhere

Meeting the good governance challenge
Strategic Sustainability

- Operations & Regulation
- Customers
- Reputation and Brand
- Talented team

Meeting the good governance challenge
WHAT WE DO HERE MATTERS ...
Student choice

More than just a degree: stories of empowered students

“When I chose Plymouth I realised that I wanted the whole lifestyle. I wanted to live the life of a Marine Biologist and be surrounded by it!”

Meeting the good governance challenge
Tomorrow’s student...

... Students of 2020 are the 12 year olds of today

What do they want?
What do they need?
What do they value?
Student Choice

- **80%** students believe Sustainable Development should be incorporated and promoted by universities
- **60%** of students want to learn more about sustainable development
- **33%** of prospective students consider the environmental & ethical performance of an institution when making their choice
Employability & Graduate Jobs

Million people employed in green market
= 9.3% UK GDP

More employed in environmental sector than telecoms!

Employment opportunities in our region

Embedding sustainability across the Plymouth curriculum – 49% of courses
Talent – Employee Engagement

- Increased **commitment** = increased **discretionary effort**
- High employee engagement can increase productivity by **16%** and reduce absenteeism by **37%**
- **Unlock** the potential of your talented staff team
- **Grow** your people and align with delivery

It costs **70-200%** of an employee’s annual salary to recruit a new member of staff!

Meeting the good governance challenge
Generation X to Generation Y

- By 2020, 50% of the workforce will be made up of Generation Y employees
- Gen Y’s ‘care’ about sustainability
- Attracting and retaining talent is crucial
Staff Survey

- 93% feel trusted to do their job
- 88% of staff identify with our mission
- 88% understood how their role contributed to the Student Experience
- 87% feel valued by colleagues, students and service users

*Capita benchmarking*

5th/49 HEIs
35th/307 employers
Reputation & Brand

- Your purpose - offer - relationship with stakeholders


Meeting the good governance challenge
GOVERNOR DEVELOPMENT PROGRAMME 2013/14

WITH PLYMOUTH UNIVERSITY
AWARDED THE QUEEN'S ANNIVERSARY PRIZE
WORLD-RANKED, AWARD-WINNING EDUCATION AND GLOBAL RESEARCH

THE YOUNG UNIVERSITIES SUMMIT
28 APRIL 2014, MIAMI BEACH, FLORIDA

people & planet
student action on world poverty and the environment

Social Enterprise
TRADING FOR PEOPLE AND PLANET

THE GUARDIAN
UNIVERSITY AWARDS
Celebrating excellence, creativity and innovation

THE ONE HUNDRED UNDER FIFTY

THE SUNDAY TIMES
TOP 50 UNIVERSITY 2012-13
PLYMOUTH UNIVERSITY

Meeting the good governance challenge
Operational Efficiency

Financial Performance of Companies with Weak vs. Strong ESG Performance

- Carbon: 25%
- Water: 15%
- Costs: 12%


Meeting the good governance challenge
**Operations**

- 1st Clinical Education Social Enterprise
- Establishing overseas operations

**Regulation**

- HEFCE Annual Sustainability Report
- Exempt charity – public benefit statement
- Quality Assurance Agency & Professional & Statutory Bodies

Meeting the good governance challenge
The Role of Universities

‘To an unprecedented extent, universities must partner with government, business and civil society to take on the great challenges of sustainable development that lie ahead’

Jeffrey D. Sachs, Director of The United Nations Sustainable Development Solutions Network, October 2013
On a journey — a phased approach

- Reduce waste, costs and risks
- Re-design products, processes and functions to optimise performance
- Integrate sustainability into corporate strategy
- Differentiate and creation of new business model

Meeting the good governance challenge
What we do here matters...
More than just ‘being green’
The Business Case for Sustainability

Professor Wendy Purcell
Vice-Chancellor & President
Plymouth University
Should be an essential part of every governor induction and learning development.

I definitely recommend attending a Governor Development seminar!

Excellent introduction to life as a member of a committee.

Invaluable to share experiences with and facilitated by.

Excellent opportunity to take time to develop contacts and deepen understanding of the role of governor.

www.lfhe.ac.uk/governance