



# CANDIDATE INFORMATION

## APPOINTMENT OF CHIEF EXECUTIVE

### THE ASSOCIATION OF BUSINESS SCHOOLS

JUNE 2011

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## Foreword

Dear colleague,

I am very pleased you want to know more about becoming the Chief Executive of the Association of Business Schools. This is an exciting time to join the Association as we strengthen our position as one of the world's leading voices in business and management education, and as new opportunities and challenges open up for the schools we represent.

Our role is to speak up for the interests of UK business schools in a way that reflects their international standing (being second only to the United States) and the very substantial contribution they make to the UK economy. As Chief Executive you will be at the centre of all we do, working closely with the Executive Committee and the broader community of business school leaders.

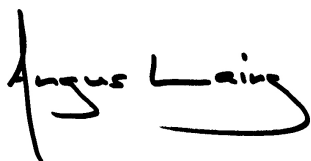
We can offer you responsibility, variety, and the chance to put your ideas into practice. In return, you will want to break new ground with the Association, developing fresh income streams and opening up innovative partnerships with the worlds of practice and education. You will ensure we are seen as a responsive, confident, and open organisation that enjoys the trust of business school leaders, policymakers, and practitioners alike.

Leadership, an entrepreneurial outlook, and the ability to influence a wide range of audiences will be the key ingredients of your success.

I hope you find the information that follows a helpful guide to who we are, how we work, and where we are going. Please do not hesitate to contact our advisers at Syllogism to find out more.

I look forward to hearing from you.

With best wishes,

A handwritten signature in black ink that reads 'Angus Laing'. The signature is written in a cursive style with a large initial 'A' and a long horizontal stroke at the end.

Professor Angus Laing

Chair, Association of Business Schools

## About the Association of Business Schools

The Association of Business Schools was founded as a charity in 1992. We are the representative body and authoritative voice for the business and management school community of UK universities, higher education institutions, and independent management colleges. Working with organisations in the UK and internationally, we promote the study of business and management to help improve the quality and effectiveness of managers across the world.

We operate as an independent network organisation for our members, developing their management capacity, sharing information and best practice between them, commissioning research, and representing their interests to a wide range of audiences including government, universities, and business leaders.

We have 119 full members, nine affiliates (including two from outside the UK), and four reciprocal arrangements (three outside the UK). The UK membership represents collectively one in eight undergraduates, one in five postgraduates, and one in four international students. Business and management continues to be the most popular subject area of study for undergraduates and continues to increase at a faster rate than the sector as a whole. Between them, UK business schools contribute £7.5 billion to regional economies and £2 billion to export earnings.

Our central London office has eight staff. Our annual income is in the region of £780k. Some forty per cent of this derives from membership subscriptions with the remainder coming largely from the development programmes we run for business school managers and the conferences we organise.

The ABS has been led since its founding by Jonathan Slack, who will be retiring at the end of the year.

To find out more about us, go to [www.the-abs.org.uk](http://www.the-abs.org.uk).

## The strategic context

UK business schools have an enviable reputation internationally and attract more than 100,000 students annually from other EU countries and from overseas. Judged by their research output, by demand for their courses, and by the quality of student experience they provide, our schools lead the way in Europe and beyond.

Business schools are, however, also operating in a fast-moving economic and political environment, which brings opportunities and challenges alike. The global higher education market remains strong: there is everything to play for. But the emergence of new providers, combined with pressures on the public funding of universities and political sensitivity in relation to immigration, means that UK business schools cannot simply wait and hope for the best.

As the voice of business schools, the role of the Association is to shape events as well as to respond to them – to influence the environment in which our members

operate and to help equip them with the skills and resources they need to maintain their international standing.

Our [strategic plan for 2008–2011](#) sets out how we have been approaching our task. That plan is now being updated: our strategy for the period 2011–2014 will be published in the autumn. The new Chief Executive will take the lead in implementing our strategy for the coming years, as part of which he or she will, early on, undertake a full review of the functioning of the Association and the execution of our strategic priorities.

## Governance

The Association is governed by an Executive Committee made up of senior business school staff, predominantly Deans and Directors of business schools. Members are elected annually at the ABS Annual General Meeting, with the Chair serving a two year term of office. The Executive Committee itself meets eight times a year: the Chief Executive will attend all these meetings. The Association's list of voting representatives for 2010 is available on the ABS website.

The Chief Executive has primary responsibility for ensuring the ABS fulfils its governance and legal requirements and will work closely with the Chair, and the Executive Committee.

## The role of the Chief Executive

The Chief Executive is a pivotal figure within the ABS and takes the lead in representing the interests of UK business schools, implementing effective governance, and ensuring we deliver service of the highest quality to our membership and the wider community. An important part of your role will be to develop new income streams. You will also develop partnerships and alliances with organisations whose values and interests intersect with those of the Association.

Working closely with the Association's Chair and Executive Committee, you will build trust and confidence across the organisation and the wider community of business school leaders.

As Chief Executive, you will be responsible for all aspects of the Association's activities. But you will not be alone. The ability to inspire others, to delegate where appropriate, and to enlist support within and beyond the ABS will be key ingredients of your role. Moreover, you will be working for an organisation that is committed to helping you succeed. Through induction and mentoring, we will share with you the Association's collective knowledge and expertise, and equip you to deal with the key issues and personalities.

You will be responsible for:

Organisational leadership

**Strategy**

Leading the development of the Association's strategy, you will work closely with the Chair and Executive Committee in setting overall policy, defining goals, and evaluating performance.

**Operations and people**

Leading the Association's day-to-day operations, you will ensure the organisation provides a modern and responsive service, that staff are motivated to give of their best, and that the Association's technology and processes meet its needs.

**Governance and compliance**

Managing the Association's Committee meetings, you will lead on the provision of high quality advice, implement decisions, and oversee compliance with legislation and best practice in human resources and finance.

Developing the Association

**Representation and networks**

Serving as an ambassador for the Association, you will project our work to a wide range of audiences, ensuring the voice of business schools is influential in policy debates, and developing the Association's relationships with practitioner and educational partners nationally and internationally.

**Income generation**

Developing new income streams for the Association, you will explore opportunities to secure sponsorship of our activities and to make the most of our commercial potential.

**Membership services**

Ensuring that the programmes, learning opportunities, and research available to members are of a high standard, you will see to it that members receive a high quality and responsive service.

## Person specification

We are looking for a person who enjoys leadership and responsibility, who knows how to bring success to an organisation, and to inspire those around them.

We have an open mind about the career background of the new Chief Executive. What matters to us is that you are committed to promoting the cause of business and management education, to learning and taking on new challenges, and to getting the best out of our resources in developing our global reputation.

In this context, we are looking for the following experience, qualities, and skills.

### Experience

You must have a track record of success in:

- leading, at senior level, strong organisational performance
- strategic communication, influencing policy debates, and developing a wide circle of partnerships
- working closely with boards, advising on complex operational and strategic issues and implementing decisions effectively
- developing staff and bringing out the best in them
- business and performance management, and financial planning

### Personal qualities

Leading a small and busy team, with multiple points of accountability within and beyond the Association, you must have:

- the ability to lead, inspire trust, and find common ground among competing viewpoints
- creativity when it comes to building organisational alliances and relationships
- a working style that is up-tempo, entrepreneurial, and consultative
- the ability to travel (occasionally internationally) and to work occasional evenings and weekends.

### Knowledge and skills

The role of Chief Executive calls for great versatility and the ability to move between different tasks: no area of the Association's activities is outside your responsibility. As such, you will need to demonstrate:

- the ability to develop income streams
- strong financial and project management skills

- a highly developed understanding of how to influence policy makers
- high level communication and analytical skills

## Timetable

The deadline for applications is **noon on Wednesday, 20 July**.

A Selection Committee, chaired by Professor Angus Laing and including an external representative, will assess all applications on merit according to the evidence presented and in line with the principle of free and fair competition. At all stages of the recruitment process, applicants will be offered the chance of feedback on their applications.

The selection process will be in two stages. All applicants will be contacted by **7 September**, with those selected from the initial sift being invited to a preliminary interview with our advisers Syllogism, in London, in the period leading up to **16 September**.

Following these interviews, the Selection Committee will draw up a short-list of candidates to be interviewed on **5 October**. Short-listed candidates will be given an informal briefing with Professor Laing in advance of their final interviews.

## Terms and conditions

The post of Chief Executive will be offered on a permanent basis.

### Reward package

The reward package will be made up of:

- **Salary.** The starting salary will depend upon previous experience and demonstrable ability. The upper limit of the salary scale is £95,000, with performance being reviewed annually by the Chair.
- **Pension.** The Association is part of the Teachers' Pensions scheme. It is a defined benefit scheme with both employer and employee contributions. Staff are automatically members of the scheme unless they elect to opt out. Full information is available at [www.teacherpensions.co.uk](http://www.teacherpensions.co.uk).

### Notice period

The notice period for the Chief Executive is three months.

### Annual leave

You will be entitled to 31 days' holiday with pay, as well as statutory days.

## Location

Your normal place of work will be 137 Euston Road, London NW1 2AA.

## Secondment

The Association will consider an appointment on secondment, subject to negotiation.

## Nationality

You will be required to have the normal eligibility requirements to work in the UK.

## Equal opportunities

The Association of Business Schools recognises and actively promotes the benefits of a diverse workforce and is committed to treating all employees with dignity and respect regardless of race, gender, disability, age, sexual orientation, religion or belief. We therefore welcome applications from all sections of the community.

All applicants will be asked to complete an equal opportunities monitoring form as part of the recruitment process. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.

## How to Apply

Our application process is designed to be fair, rigorous, and easy to use.

To apply for the Chief Executive position, please submit:

- A covering letter of no more than 2000 words addressing the criteria set out in the person specification. The Selection Committee will find it particularly helpful if you can cite examples of your achievements and skills, making clear the difference you personally made to the events you describe.
- An up to date CV of no more than three sides of A4.
- A completed **equal opportunities** monitoring form.

These documents should be emailed to [abs@sylllogism.co.uk](mailto:abs@sylllogism.co.uk)

If you experience any difficulties in applying, please contact Christopher Lake on +44 (0)20 7873 2217 or email him on [abs@sylllogism.co.uk](mailto:abs@sylllogism.co.uk)

Candidates are advised that following the introduction of the Employment Equality (Age) Regulations 2006, you are no longer obliged to provide your date of birth on your CV.

We plan to take up references for shortlisted candidates before interviews are held. References will not be taken up without your prior consent.

All communications will be by email, so please check your inbox regularly.

### **Disclosing a disability**

There are good reasons to let the Association know that you have a disability. It would help us explore with you the reasonable adjustments in the workplace that could allow you to work more safely and/or efficiently. It would also give you legal protection if you felt you had been treated unfairly at work because you are disabled. If the Association does not know, it cannot help you.

More generally, disclosing a disability will ensure the Association's monitoring data are accurate and will provide a genuine reflection of the numbers of applicants and staff who are disabled. This way we can make sure that the appropriate resources and training are in place.

The Disability Discrimination Act 1995 defines disability as:

- A physical or mental impairment which has a substantial and long-term adverse affect on a person's ability to carry out normal day to day activities.

In deciding whether you come within the definition, think about the effect of your impairment without treatment or medication (except for eyesight that can be corrected with glasses or contact lenses). Long term means for at least 12 months. Recent amendments have included the following additional definitions:

- If you have been diagnosed as having cancer, HIV infection or multiple sclerosis you will automatically be considered as disabled.
- If you are registered blind or partially sighted or certified as blind or partially sighted by a consultant ophthalmologist, you will automatically be considered as disabled.

You can get additional information about disability from [the Equality and Human Rights Commission](#), telephone 08457 622 633

### **Disability related issues with applying or attending for interview**

If you are invited for interview, you will be asked to describe your disability and to indicate whether any special arrangements or adjustments will be needed to ensure that you are not placed at a disadvantage because of your disability. If you need us to provide assistance such as a British Sign Language/English interpreter, or a supportive person, please let us know now – this will require planning on our part. Please let us know also whether you would need to be interviewed in a location that is wheelchair accessible.