



On being a Registrar

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# Registrarial matters

- Overview
- The role of the Registrar
- Strategy and being strategic
- Approaching Governance
- Related thoughts

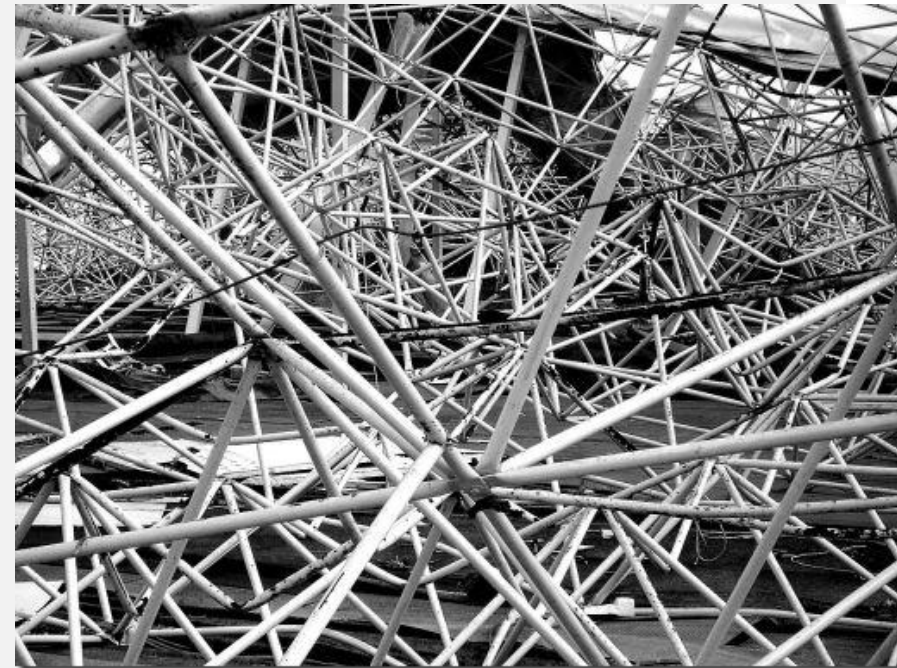
# On the Role of the Registrar

- Change
- The need for a strong administration
- Other leaders
- Other aspects of the role
- Broader responsibilities
- Conclusions



# Change

- Traditional approach, civil service model –seen but not heard
- Changing university structures - unitary v devolved
- Many more responsibilities
- Rapidly changing external environment
- More regulation
- Internationalisation



# The need for a strong administration

- Essential for successful university
- Co-ordination
- Generalist v specialist issue
- Glue
- International reach
- Guardian of the history of the institution

## Other leaders

- Governance
- Critical Triangle
- Key relationships – VC and others
- PVC issue
- Deans, heads of department, senior academics

## Other aspects of the role

- Problem solving
- Develop and lead strategic planning
- Being alert to opportunities
- Communications (always with ear to the ground)
- Guardian of the constitution
- Honest broker
- “Conscience of the university”

## Broader responsibilities

- International engagement
- Joining up across the university
- Talent management and spotting
- Developing staff
- Superman/woman?





## Other behaviours

- Clear sense of direction
- Challenging, questioning, sharp
- Ambitious for the university
- Voice of reason, cool head
- Helicopter view
- Never forget its about excelling at teaching and research



## Registrar's role - conclusions

- Pivotal – at heart of everything
- Supporting VC
- Taking the broader view, locally, nationally and internationally
- Relentlessly *doing*
- Challenging perception of unnecessary overheads
- Delivery, delivery, delivery



## Strategic behaviour

- Helicopter view
- Leading and managing development of strategy
- Joining up the dots across the university
- Beyond fire-fighting - if never looking at big picture then nothing ever changes
- In context of fast-changing environment – need to be entrepreneurial and opportunistic
- International dimension





# Strategic Planning

- Running strategy development process
- Wider view – in unique position
- Linking risk management, KPIs, management information, market intelligence
- Involving people from across the university
- Building on supporting strategies
- Ensuring it is authentic representation of the institution





## Being strategic

- Taking institutional view
- Take leadership role as SMT member
- Stewardship – thinking about the next generation
- Joining up across services – leading on organizational and professional issues
- Focus on professional development of professional staff
- All about seeing the bigger picture

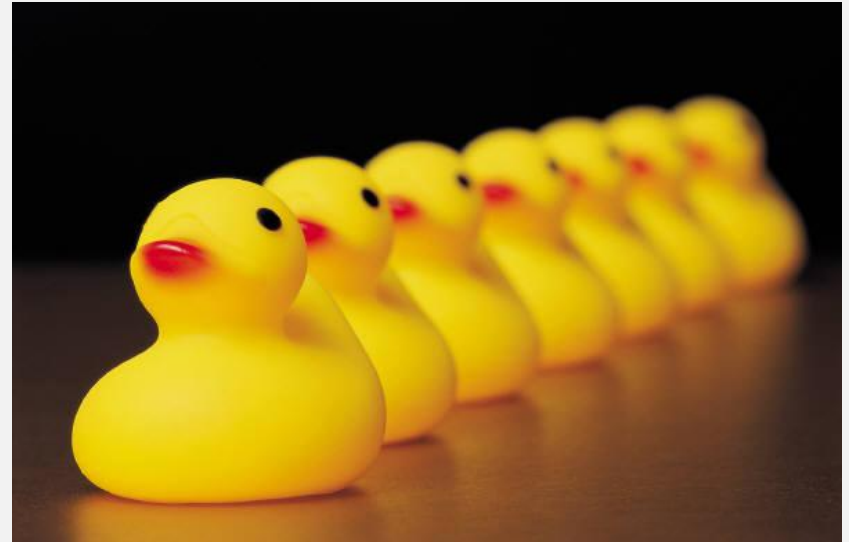
# Approaching Governance in Universities

A photograph of the University of Nottingham at dusk. The image features a prominent red, lattice-like tower on the left, a large modern building with a dark facade and many lit windows on the right, and a road in the foreground with light trails from traffic. The sky is a deep blue.

- Overview
- The example of the University of Nottingham
- Council business
- Approaching Governance
- At the sharp end

# Governance in Universities

- Autonomy
- Accountability
- Following the rule book
- Variations
- Stakeholders
- Public or private?



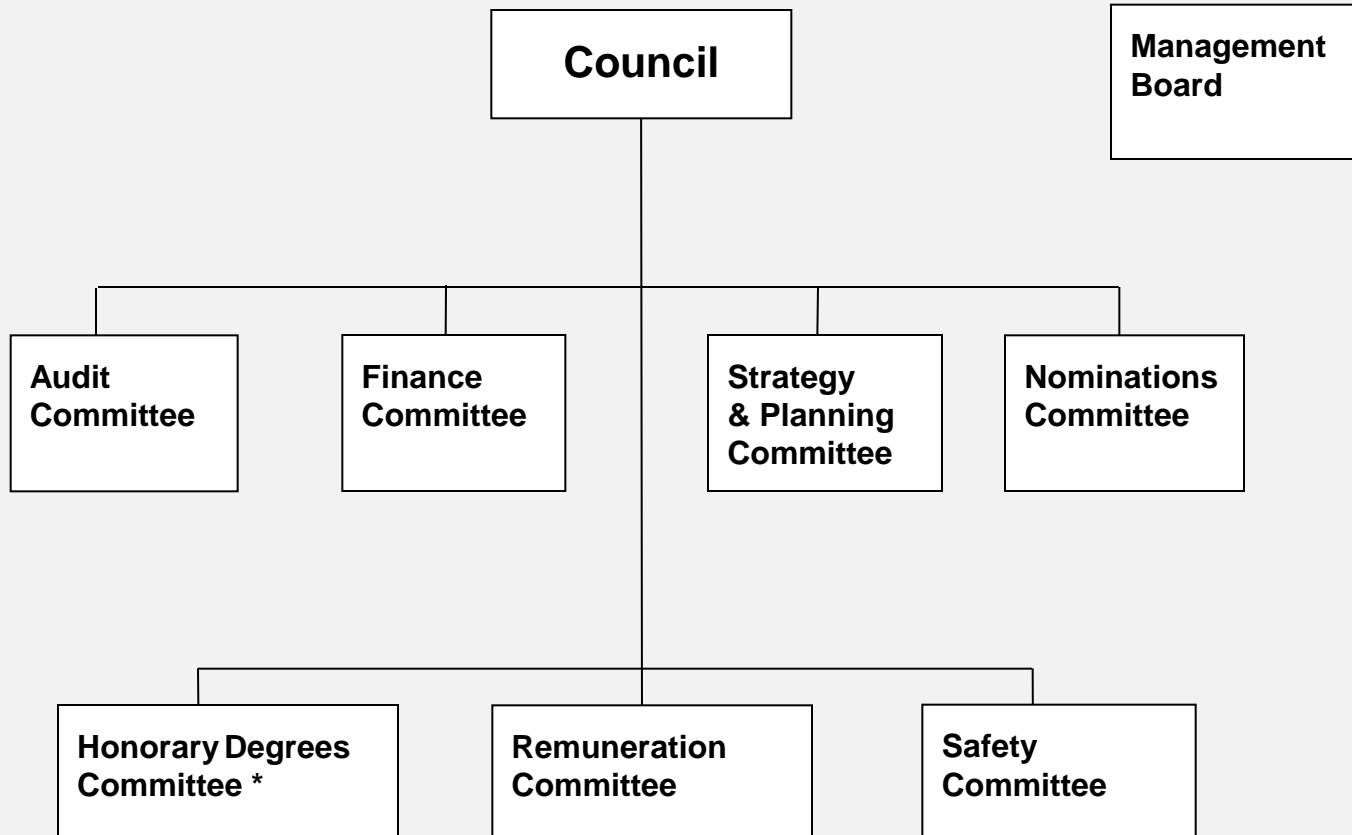
# Organisation of the University of Nottingham

- Aims of the University:  
“The Advancement of Knowledge the Diffusion and Extension of Arts Sciences and Learning the Provision of Liberal Professional and Technological Education.”
- Chartered institution since 1948:
  - “both a teaching and examining body”
  - “to provide instruction in such branches of learning as the University may see fit”
  - “to make provision for research and for the advancement and dissemination of knowledge”
- Translation of the Charter:
  - Statutes, Ordinances & Regulations

## Governance of the University - Council

- Supreme and executive governing body
- Recently reduced in size following a review
- Majority external members
- Members:
  - Officers (*Chancellor, Pro-Chancellors, Vice-President, Treasurer*)
  - External members (*up to 10*)
  - Vice-Chancellor & Pro-Vice-Chancellors
  - Staff representatives (*up to 5*)
  - Student representatives (*2*)
  - Council elects its President and Vice-President





\* also reports to Senate

# Powers of UoN Council

- Election of Officers
- To be the employer
- To confer titles and honorary degrees
- To draft/enact Statutes
- To manage financial affairs, including investment and property, authorise buildings and borrow funds against property
- To enter into contracts
- To review instruction and teaching and to make provision for research
- To redress grievances

## Other Council Business

- Strategic planning
- Risk management
- Audit
- Monitoring effectiveness and performance
- Equality and Diversity
- Students' Union
- Health and Safety



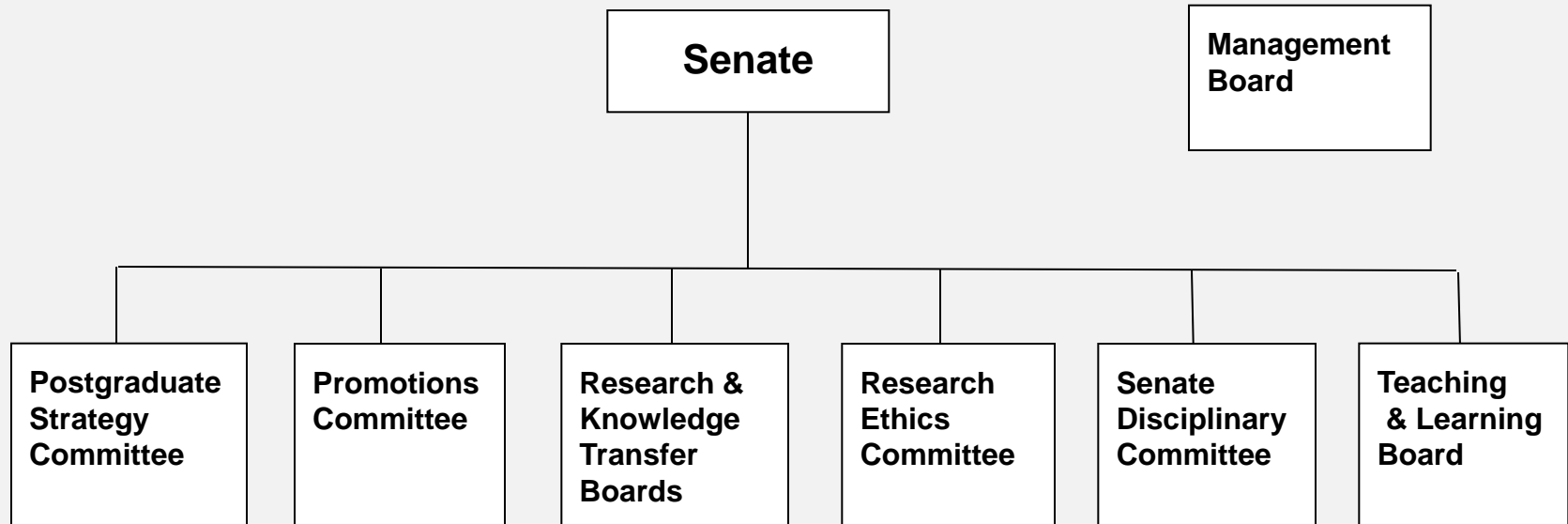
# Governance of the University - Senate

- Responsible for the academic business of the University
- Subject to Statutes and Ordinances
- Regulates instruction and teaching
- Promotes research
- Reports to Council on academic matters
- Can declare an opinion on any matter relating to the University
- Formulates academic organisation

# Governance of the University - Senate

- Senate Members:
  - Vice-Chancellor (Chair)
  - Pro-Vice-Chancellors
  - CEO & Provost, UNMC and UNNC
  - An academic representative from each international campus
  - Deans and Associate Deans
  - Heads of Schools
  - Chief Information Officer
  - Professors who are not Heads of Schools (10)
  - Non-Professorial and Research Staff representatives (30)
  - Students' Union President and 7 student reps





Honorary Degrees Sifting Committee also reports to Senate as required

## MANAGEMENT STRUCTURE

**Vice-Chancellor**

**Registrar**

- Academic Administration
- Committee Services
- Planning & MI
- Communications & Marketing
- Recruitment & Admissions
- Widening Participation
- Community Partnerships
- Careers & Employability Service
- Student Administration
- Student Support Services
- Physical Recreation
- Governance Support
- Human Resources
- Professional Development

**Chief Financial Officer**

- Finance
- Research Innovation Services
- Procurement
- Internal Audit
- Safety
- Superannuation

**Pro-Vice-Chancellors**

**University of Nottingham  
Ningbo, China**

**University of Nottingham  
Malaysia Campus**

**Deans of Faculties &  
of Graduate School**

**Heads of Schools**

**Chief Estates &  
Facilities Officer**

- Estate Office
- Nottingham Hospitality

**Chief Information  
Officer**

- Customer Services
- IT Systems
- Research & Learning Resources

**Development  
Office**

**International  
Office**

**Lakeside**

## Council – Conduct of Business

- Proper conduct of public business
- Chair
- Corporate decision making
- Role of VC
- Role of Secretary to Council

# Approaching Governance

- UK has Code of Practice
- Charter, Statutes, Ordinances
- Statement of Primary Responsibilities
- Getting nominations process right
- Good governance can't compensate for poor management
- Maintaining the governance and management distinction

## The Woolf Inquiry

An inquiry into  
the LSE's links with  
Libya and lessons  
to be learned



# Approaching Governance

- External stakeholders – government, funders
- Ethics
- Transparency
- Integrity
- The Multinational challenge
- Improving effectiveness

# The Changing Role of the Registrar

- The role of the Registrar has changed
- Key role in strategy and need to be strategic
- Governance more important
- International outlook
- Key for institutional success

# Further details and information

- For information on Governance and Committees, etc at the University of Nottingham see: <http://www.nottingham.ac.uk/registrar/governance>
- Email: paul.greatrix@nottingham.ac.uk
- Blog: <http://registrarism.wordpress.com>
- Twitter: @registrarism