

Beyond Ceremony

ON BEING A CHANCELLOR...

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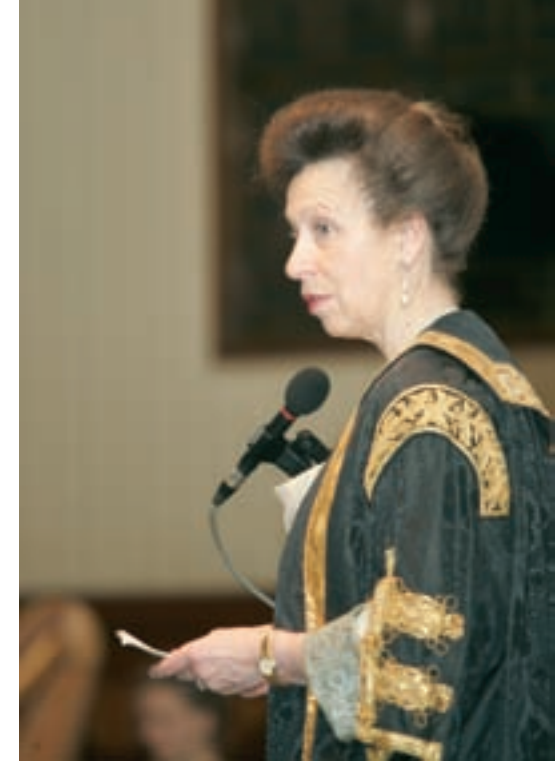
Foreword

HRH PRINCESS ANNE

AFTER 27 YEARS AS A CHANCELLOR YOU MIGHT expect me to know all there is to know about the role and have plenty of tips to share with newcomers. Not so! How a Chancellor sets about the job depends on the person involved and the particular university they are invited to join. Each one will bring his or her own experience and each university will have its own unique way of doing things and idea of what they want from their Chancellor.

In my case, it is a continuous learning process and every visit is an encouraging demonstration of our investment in people.

The role of Chancellor has evolved since I started and I have no doubt that this little booklet will be a great help as a starting point for any new Chancellor.





Introduction

PROFESSOR RICK TRAINOR, PRESIDENT OF UNIVERSITIES UK

THE OLDEST AND MOST SENIOR POST IN A UNIVERSITY HAS come back into the limelight recently, as a string of well-known and distinguished figures have become Chancellors. Even those with the most glittering careers have been honoured to take on such a prestigious role.

But, like many ancient offices, there is no job description beyond presiding at big occasions such as the conferment of degrees. Their medieval predecessors may have ruled the university with a rod of iron, but the influence wielded by modern Chancellors is more subtle. With responsibilities ranging from the ceremonial to the advisory and the ambassadorial, they can play a vital part in the smooth running and strategic development of their institution.

In parts of Europe, the Chancellor still does run the university directly. In the UK, he or she receives no pay and has no executive powers – that task falls to the Vice-Chancellor – but universities wisely make the best possible use of people of the calibre currently attracted to the post.

At one of the annual meetings of Chancellors organised by Universities UK, some said they would welcome advice from old hands on how to make the most of the position. While not claiming to be comprehensive, this booklet aims to provide that advice, while giving other readers a glimpse of the diligence, imagination and great good humour displayed by those who have taken on the task.

Chancellors, and incidentally those who chair university councils, are among the unsung heroes of higher education, giving freely of their time and considerable expertise. In my first Vice-Chancellorship at the University of Greenwich, for example, the late Lord (Richard) Holme was not only a wise counsellor but a good friend. His contribution to the success of the university extended far beyond the public role.

Every university is different, and so is the approach to Chancellorship. Some see themselves as a bridge to the local community; others prioritise their relationship with students.

That variety reflects the diversity that is one of the strengths of the UK university system.

One thing that all have in common, however, is to be the public face of the university – in particular, one that graduates will remember from the moment they receive their degree. Several of those offering advice in this book stress their determination to make every graduate feel special on that memorable day. It may seem a small matter, but that moment should make an impression which can turn into a lasting relationship with the university.

With responsibilities ranging from the ceremonial to the advisory and the ambassadorial, Chancellors can play a vital part in the smooth running and strategic development of their institution

The high profile of many Chancellors in their ‘day jobs’ means that they can open doors for their institution, as well as draw on their own experience to offer advice on the increasingly complex business of running a university. They are captains of industry, media commentators, politicians and leading figures from science and the arts.

Yet the material on these pages shows that, while all are prepared to work hard for their university, most do not take themselves too seriously. The self-deprecating tone of many Chancellors’ tips belies the quality of their contribution.

All those concerned with the running of universities recognise the debt we owe to Chancellors and other lay officers. I hope this booklet will make their lives a little easier and prove informative and entertaining to others with an interest in higher education.

The first Chancellor in the UK is not accurately known. It is agreed that Robert Grosseteste held office at the University of Oxford (the oldest University in the UK) from about 1224, but some scholars argue that Geoffrey de Lucy preceded him in office. Others even maintain that Robert Grosseteste held office twice, before 1216 and after 1224, and thus was Chancellor twice.



FLOELLA BENJAMIN OBE

University of Exeter

FLOELLA BENJAMIN HAS BEEN THE CHANCELLOR OF THE UNIVERSITY OF EXETER SINCE 2006. SHE IS A BROADCASTER, ACTRESS, WRITER, PRODUCER AND AN ACTIVE WORKER FOR THE WELFARE, CARE AND EDUCATION OF CHILDREN THROUGHOUT THE WORLD. ALTHOUGH BEST KNOWN AS A CHILDREN'S TV PRESENTER ON PROGRAMMES LIKE PLAYSCHOOL AND PLAY AWAY, SHE BEGAN HER CAREER IN THE THEATRE, APPEARING IN MANY WEST END SHOWS AND TELEVISION DRAMAS. TODAY SHE RUNS A SUCCESSFUL TV PRODUCTION COMPANY AND CONTINUES TO APPEAR IN FILMS AND ON TELEVISION. SHE IS ALSO AN ACTIVE VICE-PRESIDENT OF BARNARDO'S, AND HOLDS A VARIETY OF OTHER POSTS. HER BROADCASTING WORK HAS BEEN RECOGNISED WITH A SPECIAL LIFETIME ACHIEVEMENT BAFTA AND AN OBE.

MANY PEOPLE HAVE TOLD ME THEY HARDLY remember their graduation ceremony – that it can be a dull and staid affair. So when I was appointed as Chancellor of the University of Exeter I made a pledge to the Vice-Chancellor, Registrar and Chair of Council that I would do my utmost to make each and every one of the graduands who came up on stage feel special and full of joy. I believe this is the primary role of a Chancellor, to make graduations memorable, uplifting and celebratory occasions.

Every ceremony leaves me with a lump in my throat and I feel quite uplifted to be in the presence of so many wonderful young men and women, as well as some mature students who in some ways have had even more adversities on their path to graduation. I always try to give an inspirational speech and to remind them of their responsibilities to change this wounded world and to keep in their hearts the philosophies of empathy, consideration and conscientiousness.

Of course, the job description also states that a Chancellor should be a friend and ambassador for the university as well as advising and acting as a ceremonial figurehead. So I enjoy meeting students, lecturers and council members as well as attending alumni events.

I personally take the job very seriously and donate as much time as I can to the University. When I am on duty I give my all to them. It's important to

inspire and motivate the students so, at Exeter, an award, with cash prizes, has been created in my name as a competition for students to write outstanding CVs to help them focus their minds on achieving employment success.

It's a great honour being a Chancellor and to someone like me who came to Britain as a ten-year-old child in the 60s and left school at 16, it means a great deal. The moral of the story is to work hard, keep smiling and bring happiness into people's lives. I will continue to give 100 per cent for as long as they want me, or until I am too old to climb the stairs onto the stage in my heavy ceremonial robes.'

University of Exeter





SIR ROBIN BIGGAM HAS BEEN CHANCELLOR OF THE UNIVERSITY SINCE 2001 AND WAS CHAIRMAN OF THE INDEPENDENT TELEVISION COMMISSION FROM 1997 TO 2003. HE WAS CHIEF EXECUTIVE OF BICC (NOW BALFOUR BEATTY) FROM 1985 AND CHAIRMAN FROM 1993 TO 1996. HE HAS SERVED AS CHAIRMAN OF MACQUARIE INFRASTRUCTURE, SPECTRIS AND ELECTRIUM AND WAS A NON-EXECUTIVE DIRECTOR OF A NUMBER OF COMPANIES, INCLUDING BAE SYSTEMS AND BRITISH ENERGY.

BEFORE GIVING ANY TIPS ON HOW TO BE A Chancellor, it might help the debate to consider the role of Chancellor, particularly since we spend most of the time at the (Universities UK) annual reception for Chancellors discussing this issue amongst ourselves – some of us assumed this was the primary reason for having the annual reception!

However, determining what a Chancellor should do is easier to deal with if we can eliminate what he should not do. In particular he should not be involved in the governance of the university which is already more than adequately catered for by the involvement of HMG in terms of policy and fees, the Board of Governors and the university's own internal management structure. This means that the Chancellor operates outside and independent of the formal structures.

Apart from chairing graduation ceremonies and meetings of the Court, it is pretty much a free ride for Chancellors as to how and the extent to which they get involved with the university. The University



Campus Centre, Bedford

of Bedfordshire, as an access university, is very much part of the local community, and the Chancellor in a sense has to be the cheerleader for the University in the local community. The pressure on financial resources and the need to raise external funding for the university is another important activity in which Chancellors are becoming more involved.

My tips on how to be a Chancellor are: be at least 50 years old – ideally older – have lots of time available on a pro bono basis, be prepared to dress up in fancy clothes and make the same speech many times over without boring the audience or oneself, hand round the begging bowl and, most importantly, be supportive of the university aims and ambitions but without interfering in the established management processes.'

University of SIR ROBIN BIGGAM
Bedfordshire

‘WHEN I WAS APPOINTED AS CHANCELLOR OF Thames Valley University in 2005, I was proud to be the youngest university Chancellor in the country by far.

Being Chancellor means being an ambassador for the university, constantly connecting people and institutions with the university, both in the UK and abroad. It is also akin to being Chairman of an organisation where you are called upon and consulted to provide your (ideally independent and objective) views and advice to the Vice-Chancellor and his or her team – the executive arm of the university – as well as to the students themselves. What I know for certain is that a Chancellor is by no means a mere figurehead.

There are, of course, the formal and ceremonial roles such as the annual degree ceremonies in which I speak and take part. Being such a large university, the graduation ceremonies involve several thousand people, and it is a joy to be with the faculty, students and their families at such a happy occasion.

Being Chancellor also gives you the opportunity to initiate and not only continue tradition but build on it. For example, I instituted the Chancellor’s Prize, given to one student each year who goes the extra mile in putting back into their community and their university.

It is a real privilege to be Chancellor of a university which is a true community; it is thoroughly enjoyable, thoroughly rewarding – and ironically, although you are expected to inspire, with every interaction with the university I am the one who comes away thoroughly inspired and having always learnt so much!’



Thames Valley University

LORD BILIMORIA OF CHELSEA CBE DL



Thames Valley University

KARAN BILIMORIA QUALIFIED AS A CHARTERED ACCOUNTANT WITH ERNST & YOUNG, LONDON, IN 1986, AND GRADUATED IN LAW FROM CAMBRIDGE UNIVERSITY IN 1988. HE FOUNDED COBRA BEER LTD IN 1989, AND THE GENERAL BILIMORIA WINE BRAND IN 1999.

AMONG A VARIED LIST OF APPOINTMENTS, HE IS A MEMBER OF THE GOVERNMENT’S NATIONAL EMPLOYMENT PANEL AND A CHAMPION

OF THE MAKE YOUR MARK CAMPAIGN FOR ENTERPRISE AND NATIONAL CHAMPION OF THE NATIONAL COUNCIL FOR GRADUATE ENTREPRENEURSHIP. HE CHAIRS VARIOUS BOARDS AND COUNCILS CONNECTED WITH INDIA, AND IS ALSO A GUEST LECTURER AT A NUMBER OF BUSINESS SCHOOLS.

LORD BILIMORIA IS A NOTED SUPPORTER OF A NUMBER OF CHARITIES, AND THE RECIPIENT OF A NUMBER OF AWARDS.

THE RT HON BARONESS BOTTOMLEY OF NETTLESTONE

University of Hull

VIRGINIA BOTTOMLEY WAS THE MP FOR SOUTH WEST SURREY FROM 1984 TO 2005 AND SERVED IN JOHN MAJOR'S CABINET. FOLLOWING HER RETIREMENT FROM THE COMMONS SHE WAS MADE A LIFE PEER.

SHE IS CHANCELLOR OF THE UNIVERSITY OF HULL, A PRO CHANCELLOR OF THE UNIVERSITY OF SURREY, A GOVERNOR OF THE LONDON SCHOOL OF ECONOMICS AND SERVES ON THE ADVISORY BOARD OF THE CAMBRIDGE JUDGE BUSINESS SCHOOL.

AMONGST HER CHARITABLE AND VOLUNTARY ROLES, SHE SERVES AS A DEPUTY LIEUTENANT OF SURREY, AS PRESIDENT OF THE ABBEYFIELD SOCIETY, AS A COUNCIL MEMBER OF DITCHLEY FOUNDATION AND THE INTERNATIONAL BUSINESS LEADERS FORUM, AS PRESIDENT OF FARNHAM CASTLE CENTRE FOR INTERNATIONAL BRIEFING, AND AS A LAY CANON OF GUILDFORD CATHEDRAL.

VIRGINIA CHAIRS THE BOARD PRACTICE OF THE EXECUTIVE SEARCH FIRM, ODGERS RAY & BERNDTSON. SHE ALSO SITS ON THE ADVISORY COUNCIL OF AKZO NOBEL NV AND IS A NON-EXECUTIVE DIRECTOR OF BUPA.



‘E SSENTIALLY THE CHANCELLOR’S ROLE IS part of the dignified rather than the hands-on management of the university. It can be summarised by six “Cs”:

Ceremonial – the most visible of duties is to preside over degree ceremonies and congregations. It is an honour to help make it a memorable day for each graduand and their family (over 3,000 will attend a ceremony in Hull each year), one on which they may look back with warmth in the years ahead.

Constitutional – other formal duties range from the customary – such as chairing the annual meeting of the University Court – to the unexpected. For example, I recently learned that I would arbitrate in the event of a dispute between the foundation which runs the beautiful Burton Constable Hall and the Constable family who lived there for 400 years!

Championing – being a good ambassador for the University and the City on a host of platforms; for example in the House of Lords (in one higher education debate Hull received more mentions than any other university); by hosting a dinner for senior



University of Hull

dignitaries from countries sending overseas students to Hull, or by supporting the launch of a student television initiative. It is also celebrating Hull’s unique attributes, such as the Philip Larkin Centre and the Wilberforce Institute of Slavery and Emancipation.

Challenging – taking a wider policy perspective, seeing the wood from the trees and acting as a helpful sounding board for the senior management team in planning for the future.

Calming – while not formally arbitrating grievances or complaints – a Visitor is tasked with handling more troublesome events – unofficially the Chancellor can be an honest broker and smoother of “ruffled feathers” should emotions run high over an issue.

Connecting – constantly seeking to link individuals from the voluntary, business and political worlds who have an affinity to Hull, to key individuals and projects at the University.

There are so many who bring such a vital and important contribution to the University. I hope my Chancellor’s role six “Cs” help to bring success.’



Durham University

Durham University

BILL BRYSON OBE

‘WHEN I SIGNED ON AS CHANCELLOR OF Durham, I assumed that the job would be varied, busy, full of chicken dinners and generally pretty interesting, but I was wrong about everything except the chicken dinners. Life as a university Chancellor is much more than just varied and interesting. It’s amazing.

It is like this for me every time I visit the University, except that each time it is a different set of amazements. Durham, I have come to realise, has a capacity to astound out of all proportion to its size. I don’t know any place that manages to be more intimate and infinite at once.

A Chancellor’s most public role is, of course, conferring degrees at university ceremonies, but my duties can be so varied. They can involve attending other university or partner events with staff, students or graduates, talking to the media or being an ambassador for the university around the world.

I have often wondered why the University chose me to be its Chancellor when there must be any number of well-known faces who are infinitely more wise and handsome than I. But if I can be an advocate for the University, UK higher education and moreover the general principles of intellectual and pastoral discovery and adventure, then I think I will be doing my job pretty well.’

IN 2005, BILL BRYSON BECAME DURHAM UNIVERSITY’S ELEVENTH CHANCELLOR.

BILL BRYSON WAS BORN IN DES MOINES, IOWA IN 1951. HE SETTLED IN ENGLAND IN 1973, WORKING AS A SUB-EDITOR ON A BOURNEMOUTH NEWSPAPER, AS CHIEF COPY-EDITOR OF THE BUSINESS SECTION OF THE TIMES, AND DEPUTY NATIONAL NEWS EDITOR AT THE INDEPENDENT.

HE WENT ON TO PUBLISH A SERIES OF HUGELY SUCCESSFUL TRAVEL BOOKS, AND RETURNED TO LIVE IN THE USA IN 1995. THE BRYSONS MOVED BACK TO THE UK IN 2003 AND NOW LIVE IN NORFOLK.

IN 2004, THE ROYAL SOCIETY AWARDED HIM THE PRESTIGIOUS AVENTIS PRIZE FOR POPULAR SCIENCE FOR HIS BOOK *A SHORT HISTORY OF NEARLY EVERYTHING*.

A HIGH PROFILE INTERNATIONAL FIGURE, BILL BRYSON IS NOTED FOR HIS PHILANTHROPY AND FOR PROMOTING CULTURAL AND ENVIRONMENTAL ISSUES.

One of the recent appointments to Chancellor is of Queen guitarist Brian May to Liverpool John Moores University.

Dr May gained a BSc in his 20s, but it was not til more than 30 years later, in 2007, that he completed his PhD thesis and was awarded his doctorate.

“It really doesn’t matter how old you are or what stage of your life you are in, it is never, ever too late to start learning,” said Dr May. “I proved that by completing my PhD 30 years after I started it. As Chancellor, I hope that my personal experiences will act as an inspiration for others.”

SIR KENNETH CALMAN KCB MD FRCS FRSE

University of Glasgow



SIR KENNETH CALMAN GRADUATED IN MEDICINE (WITH COMMENDATION) IN 1967, AND WAS AWARDED A KCB IN 1996. AFTER 10 YEARS AS PROFESSOR OF ONCOLOGY IN GLASGOW, HE BECAME DEAN OF POSTGRADUATE MEDICINE AND PROFESSOR OF POSTGRADUATE MEDICAL EDUCATION AT THE UNIVERSITY AND CONSULTANT PHYSICIAN WITH AN INTEREST IN PALLIATIVE CARE AT VICTORIA INFIRMARY, GLASGOW IN 1984. IN 1989 HE WAS APPOINTED CHIEF MEDICAL OFFICER AT THE SCOTTISH HOME AND HEALTH DEPARTMENT AND IN SEPTEMBER 1991 HE BECAME CHIEF MEDICAL OFFICER IN THE DEPARTMENT OF HEALTH IN LONDON. HE HAS HELD VARIOUS POSITIONS INCLUDING CHAIRMAN OF THE WORLD HEALTH ORGANIZATION AND MEMBER OF THE STATISTICS COMMISSION. HE WAS VICE CHANCELLOR AND WARDEN OF THE UNIVERSITY OF DURHAM FROM 1998 UNTIL 2007. HE REMAINS PRESIDENT OF THE INSTITUTE OF MEDICAL ETHICS.

‘ENJOY THE JOB AT ALL TIMES AND ALL OCCASIONS, social and academic. It is such a privilege being part of a university.

Always have a speech ready, you never know when you will have to speak. Keep them short and amusing.

Support your Vice-Chancellor/Principal and the senior team in every way possible. Remember she/he is the boss. On the other hand...as Harold Macmillan once said “There can’t be a Vice-Chancellor without a Chancellor.” So perhaps there is a role...

Get to know the university, its staff and students. Visit departments and research groups. Universities are remarkable places which bring together a huge range of knowledge, expertise and skills found nowhere else.

Be amazed by the innovation and achievements of students; in enterprise, music, sport and debating. etc. They are a wonderful group.

Delight in the library, archives, museums and galleries. What a resource to have at your disposal.

Nurture your alumni at home and abroad and be proud of their achievements.



Wolfson Medical school, University of Glasgow

Assist in international work, by visits and meeting staff and students.

Be moved by the ceremonial and the excited faces of the students at graduation. Be excited about processing into the hall to the sound of the singing of *Gaudeamus Igitur*.

Have a few personal objectives, agreed with the Vice-Chancellor, which you can follow through and see progress over your term of office.

Above all enjoy.’



University of St Andrews

THE RT HON SIR MENZIES CAMPBELL CBE QC MP

‘MY ADVICE IS: ATTEND WHEN YOU CAN, don’t miss graduations, keep out of the Vice-Chancellor’s hair and give him or her advice when it’s asked for, but not otherwise.

Chancellors should be seen often, and heard rarely.’

SIR MENZIES CAMPBELL CBE QC MP BECAME CHANCELLOR OF THE UNIVERSITY OF ST ANDREWS IN 2006.

SIR MENZIES IS ALSO THE MP FOR NORTH-EAST FIFE.

PRIOR TO WINNING HIS SEAT IN 1987 HE ENJOYED CAREERS IN ATHLETICS AND THE LAW.

ON GAINING A LAW DEGREE FROM GLASGOW, HE STUDIED INTERNATIONAL LAW AT STANFORD UNIVERSITY IN CALIFORNIA AND WAS CALLED TO THE BAR IN SCOTLAND IN 1968, BECOMING A QC IN 1982.

SIR MENZIES WAS MADE A PRIVY COUNCILLOR IN 1999 AND HAS SERVED AS SHADOW FOREIGN SECRETARY, DEPUTY LEADER AND LEADER OF THE LIBERAL DEMOCRATS.



University of St Andrews

Liverpool Hope University

BARONESS COX OF QUEENSBURY

IT IS WITH A SENSE OF PRIVILEGE AND SOME trepidation that I offer my thoughts on the role of University Chancellor: privilege, because I have profound respect for the essential values enshrined in the concept, principles and traditions of our universities; trepidation, because I became a Chancellor of two of Britain's new universities, Bournemouth and Liverpool Hope, without having spent a day as a conventional university student. Having turned my back on university in order to train as a nurse, I subsequently benefited as a part-time student at the Polytechnic of Central London in the then non-university sector of the binary system.

The role of Chancellor was, by definition, without precedent for new universities. I interpreted it by what I call the four A's: Ambassador, Advisor, Affirmer and Arbiter.

The 'Ambassador' role is fulfilled most regularly when presiding on official occasions such as graduation ceremonies and the opening of new buildings. As Chancellor, it is a privilege to promote

the vision and achievements of the university in the public domain and to assist with the essential business of fund-raising.

The 'Advisor' role serves as an opportunity to be a source of advice to the executive and to act as a link between the university and the wider community. This is especially valuable when the mission of the university reflects the personal qualifications, experience and enthusiasms of the Chancellor.

The 'Affirming' role encompasses one of the most rewarding aspects of the Chancellor's role: meeting university staff and students 'in situ', learning about their experiences and appreciating their achievements. Such engagements provide the grist to the mill for the Chancellor's responsibilities in congratulating the university on formal occasions and promoting it in the wider public domain. These encounters may also provide opportunities to learn about any grass-roots problems and to bring these to the attention of those who can address them.

The 'Arbiter' role rarely, if ever, has to come into play - when the Chancellor may be prevailed upon to serve as a 'referee' in any intra-university disputes. Fortunately, I have no experience of this!

The four A's make the Chancellor more than a ceremonial figure. I've seen my role as both chief supporter and critical friend.'

Liverpool Hope University

BARONESS COX OF QUEENSBURY HAS BEEN CHANCELLOR OF LIVERPOOL HOPE SINCE 2006.

BARONESS (CAROLINE) COX WAS A DEPUTY SPEAKER OF THE HOUSE OF LORDS FROM 1985 TO 2005. SHE WAS FOUNDER CHANCELLOR OF BOURNEMOUTH UNIVERSITY, 1991-2001. SHE IS A VICE PRESIDENT OF THE ROYAL COLLEGE OF NURSING. SHE IS HEAVILY INVOLVED WITH INTERNATIONAL HUMANITARIAN WORK AND IS CHIEF EXECUTIVE OF HART [HUMANITARIAN AID RELIEF TRUST]. SHE WAS A NON-EXECUTIVE DIRECTOR OF THE SIBERIAN MEDICAL UNIVERSITY; AND A FOUNDER TRUSTEE OF MERLIN [MEDICAL EMERGENCY RELIEF INTERNATIONAL].

LADY COX HAS BEEN HONOURED MANY TIMES FOR HER HUMANITARIAN WORK, WHICH HAS TAKEN HER ON EXTENSIVE MISSIONS TO CONFLICT ZONES, INCLUDING THE ARMENIAN ENCLAVE OF NAGORNO KARABAKH; SUDAN; NIGERIA; UGANDA; BURMA; AND COMMUNITIES SUFFERING FROM CONFLICT IN INDONESIA. SHE HAS BEEN INSTRUMENTAL IN HELPING TO CHANGE THE FORMER SOVIET UNION POLICIES FOR ORPHANED AND ABANDONED CHILDREN FROM INSTITUTIONAL TO FOSTER FAMILY CARE.

SHE IS ALSO A NOTED AUTHOR WITH A SERIES OF CHALLENGING BOOKS TO HER CREDIT.



THE RT HON BARONESS HALE OF RICHMOND DBE

University of Bristol

MY ROLE AT THE UNIVERSITY OF BRISTOL IS to perform for the University the same sort of functions which the Queen performs for the country. First is presiding over degree ceremonies. It is important to get these right, with a proper blend of solemnity and celebration. Graduands, families and staff must all be congratulated and sent away full of enthusiasm for the University and for their futures. It is remarkably easy for people to get the wrong end of the stick (and think, for example, that you take some subjects less seriously than others). But they seem to like something lively and inspiring, even if a little challenging, rather than something bland and boring.

I try to visit as many academic departments and institutions as possible, learning about their teaching and research and to meet as many students as possible. They are always energetic, able and enthusiastic. It is fun to get more closely involved in a few activities in which you have a special interest, if they want you to.

I also preside over Convocation and Court, both of them lively and enthusiastic bodies. Although most (but not all) of its formal functions have been taken over by Council, Court provides a valuable annual forum for exchanging information and ideas about the University, its activities, finances and future with a wide range of interested people.

The Chancellor can also act as an informal sounding board for the Vice-Chancellor and Chairman of Council and give them an independent view on some of the issues.

Representing the University in the outside world is mostly done by the Vice-Chancellor and other insiders; but the Chancellor is there to be wheeled out as and when required. Above all, however, the role does not include running the place!

THE RIGHT HONOURABLE BARONESS HALE OF RICHMOND WAS INSTALLED AS THE UNIVERSITY OF BRISTOL'S SEVENTH CHANCELLOR IN MARCH 2004.

LADY HALE STUDIED LAW AT CAMBRIDGE, RECEIVING A STARRED FIRST, AND IN 1966 BECAME AN ACADEMIC AT THE UNIVERSITY OF MANCHESTER. SHE ALSO STUDIED AT THE BAR, TOPPING THE LIST IN THE BAR FINALS IN 1968 AND THEN PRACTISING PART TIME AS A BARRISTER.

IN 1984 SHE BECAME THE YOUNGEST PERSON AND THE FIRST WOMAN EVER TO BE APPOINTED TO THE LAW COMMISSION. SHE LED THE WORK THAT PRODUCED THE CHILDREN ACT 1989 AND THE DOMESTIC VIOLENCE LEGISLATION THAT FORMED PART OF THE FAMILY LAW ACT 1996. SHE WAS APPOINTED A QC IN 1989, A HIGH COURT JUDGE IN 1994 AND A LADY JUSTICE OF APPEAL IN 1999. LADY HALE BECAME A LAW LORD IN 2004 – THE ONLY WOMAN EVER TO HOLD SUCH A POSITION.



University of Bristol



University of Salford



SIR MARTIN HARRIS BECAME CHANCELLOR OF THE UNIVERSITY IN APRIL 2005.

SIR MARTIN IS INVOLVED IN MANY REGIONAL AND NATIONAL COMMITTEES. HE IS DEPUTY CHAIRMAN OF THE NORTH WEST DEVELOPMENT AGENCY, DIRECTOR OF THE OFFICE FOR FAIR ACCESS AND CHAIRMAN OF MANCHESTER KNOWLEDGE CAPITAL. HE HAS BEEN A DIRECTOR OF UNIVERSITIES SUPERANNUATION SCHEME (USS) SINCE APRIL 1991 AND CHAIRMAN SINCE APRIL 2006.

A GRADUATE OF CAMBRIDGE AND LONDON UNIVERSITIES IN LINGUISTICS AND PHILOLOGY, SIR MARTIN WAS VICE-CHANCELLOR OF THE UNIVERSITY OF MANCHESTER (1992–2004) AND VICE-CHANCELLOR OF THE UNIVERSITY OF ESSEX (1987–1992). HE ALSO SERVED AS CHAIRMAN OF THE COMMITTEE OF VICE-CHANCELLORS AND PRINCIPALS (NOW UNIVERSITIES UK) FROM 1997 TO 1999. HE HAS CHAIRED A NUMBER OF NATIONAL REVIEWS – IN PARTICULAR IN THE FIELDS OF MODERN LANGUAGES, CAREERS SERVICES AND POSTGRADUATE EDUCATION.

HE CHAIRED THE CLINICAL STANDARDS ADVISORY GROUP (1996–1999) AND WAS A COMMISSIONER FOR HEALTH IMPROVEMENT (1999–2002). KNIGHTED IN THE MILLENNIAL HONOURS LIST, HE IS AN HONORARY FELLOW OF QUEENS' COLLEGE CAMBRIDGE AND HAS BEEN AWARDED HONORARY DOCTORATES BY THE UNIVERSITIES OF ESSEX, SALFORD, MANCHESTER METROPOLITAN UNIVERSITY, LINCOLN, QUEEN'S UNIVERSITY, BELFAST, UNIVERSITY OF ULSTER, UMIST AND THE UNIVERSITY OF MANCHESTER.

PROFESSOR SIR MARTIN HARRIS CBE DL

University of Salford

years earlier. There is something deeply satisfying in returning as Chancellor to a university where I had started as a lecturer so long before – watching the Duke of Edinburgh, no less, as Salford's then Chancellor.

But as so often, it has in reality turned out to be the students who have really made the role of Chancellor so satisfying, as they do for so many other tasks in higher education. Presiding at degree ceremonies, seeing so many young people and of course their families so proudly and so rightly celebrating – this is surely one of the high points in every university year. And every year the honorary graduates seem even more impressive than the year before. It is on these days, it seems to me, that the Chancellor really comes into his own.'

‘WHEN I WAS ASKED JUST BEFORE I RETIRED as Vice-Chancellor of Manchester to become Chancellor of the University of Salford in 2005, I hesitated.

I had as a VC watched such outstanding Chancellors as Patrick Nairne at Essex and Brian Flowers – another former VC, of course – and Anna Ford at Manchester that I wondered whether I could possibly match their skills, flair and enthusiasm. And I wondered too if the change of role from chief executive of one university to a very much honorary position at another institution nearby could easily be made.

In the end, it was what the University of Salford asked of me that persuaded me to accept. They were looking for informal advice and guidance from someone deeply embedded in national and regional decision-making bodies, perhaps especially in my case as Deputy Chair of the North West Development Agency. This I was more than willing to give, particularly to the institution where my own career had really begun to move forward 30 and more

THERE IS NO HANDBOOK FOR RULES OF engagement for the Chancellor of my great but relatively new university, the University of Greenwich, so what follows is a very personal view of the role. As I see it, the responsibilities fall into four parts.

Ceremonial – The ‘dignified part’ of the Constitution. This embraces, of course, degree and award ceremonies and other public occasions when robes, speeches and award ceremonies and a sense of due formality are called for. Despite the ceremonial aspect, I believe it is essential that in degree ceremonies students feel themselves to be at the centre of an occasion of warmth and recognition.

Fund-raising – All Chancellors can, and should, help with fund-raising, particularly in these straitened times when external sources of funding are essential. This can range from symbolic heading-up of the fund-raising operation, to direct approaches to major donors, to presiding over meetings of actual and potential benefactors.

Stakeholder Relations – The modern university has, and should have, multiple stakeholder relations. They include local communities and their civic leadership, educational partners, government departments and agencies, the teaching staff themselves and, most importantly, the students.

Much of the day-to-day contact with these stakeholders will be in the hands of the Vice-Chancellor and his/her team, but the Chancellor has frequent opportunities to underline a context of mutual support and appreciation and should do so, particularly, I believe, in terms of regular dialogue with groups of students.

Maintaining the Mission – The final suggested role and responsibility of a Chancellor is less tangible but none the less important. It is to articulate and sustain the mission of the academy in general, and one’s own university in particular, in a contested environment of many media and messages, so that, both for those who work in the university and for those who interact with it, there is a proper valuation of the indispensable role it plays in a successful and healthy society.’



THE RT HON LORD HOLME OF CHELTENHAM PC CBE

University of Greenwich



University of Greenwich

THE RT HON THE LORD HOLME OF CHELTENHAM PC CBE WAS CHANCELLOR, UNIVERSITY OF GREENWICH FROM 1997 TO 2007.

LORD HOLME’S BUSINESS CAREER, WHICH BEGAN AT UNILEVER, INCLUDED A DIRECTORSHIP OF PENGUIN BOOKS AND ENDED WITH AN EXECUTIVE DIRECTORSHIP WITH RIO TINTO. HE WAS ALSO VICE CHAIRMAN OF THE INDEPENDENT TELEVISION COMMISSION AND CHAIRMAN OF THE BROADCASTING STANDARDS COMMISSION.

RICHARD HOLME WAS CHAIRMAN OF THE ENVIRONMENT COMMISSION OF THE INTERNATIONAL CHAMBER OF COMMERCE AND CHAIRMAN OF THE HOUSE OF LORDS CONSTITUTION COMMITTEE.

SADLY, LORD HOLME DIED IN MAY 2008, JUST BEFORE THIS BOOKLET WAS PRINTED.

‘DO NOT INTERFERE WITH THE ADMINISTRATION of the university. The details are not for you. Your job is to observe, to interest yourself in what is being done and to sustain morale. Give praise where praise is due, and give advice when it is asked for. Get to know the senior officers. Try to understand their problems. But leave the administration to those who know the facts and must bear the responsibility.

On ceremonial occasions however you are the public face of the university. This is the case especially at degree ceremonies. Try to look every graduate in the eye as they pass before you, and to smile at each one of them. Mingle with them and their families afterwards, if you can, wearing your ceremonial robes. Ask them about themselves and allow yourself to be photographed with them too. Your personal interest, shown to them in this way, may well pay dividends for the university afterwards.’



University of Strathclyde, Glasgow



THE RT HON THE LORD HOPE OF CRAIGHEAD IS A JUDGE. HE HAS BEEN CHANCELLOR OF THE UNIVERSITY SINCE 1998 AND SITS IN THE HOUSE OF LORDS AS A LORD OF APPEAL IN ORDINARY.

DAVID HOPE PRACTISED AT THE SCOTTISH BAR AS AN ADVOCATE FOR 24 YEARS. IN 1986 HE WAS ELECTED DEAN OF THE FACULTY OF ADVOCATES. IN 1989 HE WAS APPOINTED TO THE BENCH AS LORD JUSTICE GENERAL OF SCOTLAND AND LORD PRESIDENT OF THE COURT OF SESSION. SINCE 1996 HE HAS BEEN ONE OF THE TWO SCOTTISH MEMBERS OF THE APPELLATE COMMITTEE IN THE HOUSE OF LORDS AS A LORD OF APPEAL IN ORDINARY. AS SUCH, HE IS ALSO A MEMBER OF THE JUDICIAL COMMITTEE OF THE PRIVY COUNCIL. HIS HOME IS IN EDINBURGH.

THE RT HON LORD HOPE OF CRAIGHEAD FRSE

*University of Strathclyde,
Glasgow*

Harold Wilson, the then Prime Minister, was created the first Chancellor of Bradford University in 1966, a position he held until 1985. In July 1981, following government cuts to university funding, Sir Harold delivered a speech critical of the cuts, referring to the reduction in overseas student numbers, the loss of foreign placements for sandwich courses, and the anticipated closure of the University's Clinical Oncology Unit.

University of Buckingham

SIR MARTIN JACOMB



THE CHANCELLOR OF A UNIVERSITY IS IN A strong position to influence the affairs of the university, even though its constitution confers upon him or her no management power. The contribution should be both external and internal.

Externally, the Chancellor should represent the university and broadcast its achievements and its ethos. The Chancellor is a central guardian of the institution's reputation. Furthermore, the Chancellor can be a bridge connecting the academic staff with other spheres of activity, including business, government and the political world, and also the professions and the cultural world. For it is likely that the Chancellor will be familiar with one or more of these fields of activity. This will be appreciated by many of the academic staff, and will help the university's marketing efforts.

Internally, the Chancellor can be a powerful unifying force. Academic staff, being trained in analysis and criticism more than in cooperative management, sometimes need a strong unifying figure to ensure that points of view within the university do not become the basis of destructive and damaging disputes. Being without line management responsibility, the Chancellor can be available as a sounding board for all staff, who can get from the Chancellor independent advice in confidence, which will be given without fear or favour. In particular the Chancellor should be able to have a close relationship with the Vice Chancellor who will sometimes need help and advice on a confidential basis from a disinterested person. '

SIR MARTIN JACOMB HAS BEEN CHANCELLOR OF THE UNIVERSITY OF BUCKINGHAM SINCE 1998.

SIR MARTIN FOLLOWED BARONESS THATCHER AND LORD HAILSHAM AS THE THIRD CHANCELLOR OF BUCKINGHAM.

A GRADUATE OF WORCESTER COLLEGE OXFORD, AND KNIGHTED FOR SERVICES TO THE CITY IN 1985, SIR MARTIN IS CHAIRMAN OF CANARY WHARF GROUP PLC, AND SHARE PLC (IN AYLESBURY), AND A DIRECTOR OF OTHER COMPANIES. HE WAS DEPUTY CHAIRMAN OF BARCLAYS BANK FROM 1985 TO 1993 AND CHAIRMAN OF PRUDENTIAL PLC FROM 1995 TO 2000, AND AT VARIOUS TIMES SERVED ON THE BOARDS OF THE

BANK OF ENGLAND, RIO TINTO PLC AND MARKS & SPENCER PLC.

HE QUALIFIED AS A BARRISTER AND PRACTISED LAW UNTIL 1968 WHEN HE JOINED KLEINWORT BENSON LTD, BECOMING VICE CHAIRMAN FROM 1976 TO 1985. HE WAS MADE AN HONORARY BENCHER OF THE INNER TEMPLE IN 1987.

FROM 1992 TO 1998 SIR MARTIN WAS CHAIRMAN OF THE BRITISH COUNCIL. HE WAS A TRUSTEE OF THE NATIONAL HERITAGE MEMORIAL FUND FROM 1982 TO 1997 AND A MEMBER OF THE COMMITTEE ON STANDARDS IN PUBLIC LIFE (THE NOLAN COMMITTEE) FROM 1994 TO 1997.





Queen's University Belfast

SENATOR GEORGE MITCHELL HAS BEEN CHANCELLOR OF QUEEN'S UNIVERSITY BELFAST SINCE 1999.

A LAWYER BY PROFESSION, GEORGE MITCHELL WAS A US SENATOR FROM 1980 TO 1994. DURING THAT TIME, HE WAS VOTED 'THE MOST RESPECTED MEMBER' OF THE SENATE FOR SIX CONSECUTIVE YEARS.

SENATOR MITCHELL HAS SERVED AS CHAIRMAN OF VARIOUS BOARDS, INCLUDING THE WALT DISNEY COMPANY, THE NATIONAL HEALTH CARE

COMMISSION AND AN INTERNATIONAL FACT-FINDING COMMITTEE ON VIOLENCE IN THE MIDDLE EAST.

HE HAS RECEIVED NUMEROUS AWARDS AND HONOURS FOR HIS SERVICE AS CHAIRMAN OF THE PEACE NEGOTIATIONS IN NORTHERN IRELAND, INCLUDING THE PRESIDENTIAL MEDAL OF FREEDOM - THE HIGHEST CIVILIAN HONOUR THE US GOVERNMENT CAN GIVE; THE TRUMAN INSTITUTE PEACE PRIZE, AND THE UNITED NATIONS (UNESCO) PEACE PRIZE.



I WAS BOTH SURPRISED AND FLATTERED WHEN I was asked in 1999 if I would consider serving as Chancellor of Queen's University Belfast, and I was honoured to accept this invitation. As President Clinton's special representative to Northern Ireland, I had been visiting that beautiful but troubled part of the world since the mid-1990s to encourage reconciliation and to support its fledgling peace process. As a result, Northern Ireland means a great deal to me. I feel a deep affection for, and a strong connection to, the people of Northern Ireland. The prospect of serving as Chancellor of Queen's University offered a great opportunity for me to contribute to Northern Ireland's future within an institution that plays a leadership role in its community and in the field of education, which is crucial to the success of any society.

My role as Chancellor is essentially an honorary one, but one in which I have been privileged to represent Queen's around the world and to use what influence I have to help in forging the global partnerships essential for the success of any 21st century university. In my view, the ambassadorial duties of a university Chancellor are crucial, and I have found these to be a particular pleasure to perform.

I have now been Chancellor of Queen's for nine years. I have found this role to be both enriching and fulfilling. Above all – a point brought home to me when I shake the hands of tomorrow's leaders as they cross the stage at graduation – it has been an honour and a privilege.'

*Queen's University
Belfast*

SENATOR GEORGE MITCHELL

LORD MORRIS OF HANDSWORTH OJ

Staffordshire University

IN MY EXPERIENCE CHANCELLORS FALL INTO THREE main categories – the good, the great and the lucky!

I won't comment on which category I personally fall, but I do feel very privileged to have been given the opportunity to take up such a fascinating public role as Chancellor of the University of Staffordshire. You certainly don't plan to become a chancellor, and it is not the kind of job you ever see advertised. The usual practice is that you are tapped on the shoulder and get flattered as to why you are the only person on earth who can do the job!

At this stage of the process, flattery or naivety can stand in the way of the critical questions that should be asked. For example,

- What is my role?
- What would be my responsibilities?
- How much time will I need to give?
- Are there any legal responsibilities associated with the office?
- What powers, if any, do I have?
- How will the office of Chancellor be serviced?
- Who is my day-to-day contact?

Whilst the answers to these questions may vary from one university to another, they do set the functional boundaries between Chancellor and Vice-Chancellor,

and they can influence the quality of the relationship with other key stakeholders within the university.

To me, being a Chancellor carries some mystique, and very few potential candidates consult the statute of the university in order to establish their role and responsibility. But one thing is clear, a Chancellor must have empathy for the values of the university. I had no difficulty with that, because the value of widening access and participation is a doctrine which is enshrined throughout the two universities for which I am privileged to be Chancellor and reflects my personal beliefs.

But no job is worth doing without the measurable contribution it makes and the satisfaction it gives. The Chancellorship also provides a platform to promote your beliefs or parade your prejudices! But in reality it should also be a critical friend to the Vice-Chancellor and a guardian of the contract between the university and its students.

I personally enjoy the functions and pageantry that make up the university calendar because I get to meet first hand our students and their families, staff and supporters, and it is a wonderful opportunity to say thanks to everyone for a job well done.

However, I am mindful that the Chancellor is an advocate of the university and not its manager.'



Staffordshire University

JAMAICAN-BORN BILL MORRIS MOVED TO THE UK IN 1954. HE SETTLED IN BIRMINGHAM'S HANDSWORTH DISTRICT BEFORE STARTING WORK AT THE LOCAL ENGINEERING COMPANY, HARDY SPICER. AS AN ACTIVE MEMBER OF THE T&G UNION HE STEADILY ROSE THROUGH ITS RANKS AND MADE HISTORY IN 1991 WHEN ELECTED GENERAL SECRETARY, BECOMING THE FIRST BLACK LEADER OF A BRITISH TRADE UNION.

ON MAY 27, 2004, THE THEN SIR BILL MORRIS WAS FORMALLY INAUGURATED AS CHANCELLOR OF STAFFORDSHIRE UNIVERSITY. TWO YEARS LATER SIR BILL WAS MADE A PEER AND AWARDED THE TITLE, THE HONOURABLE LORD MORRIS OF HANDSWORTH OJ. LORD MORRIS IS ALSO CHANCELLOR OF THE UNIVERSITY OF TECHNOLOGY, JAMAICA.





University of Glamorgan's Cardiff School of Creative and Cultural Industries



I HAVE BEEN CHANCELLOR SINCE ABOUT 2001. I generally follow the practice of my predecessor, Lord Merlyn Rees. I attend the majority of the degree ceremonies held in July and December, and any special events, like Royal visits and the opening of major buildings, and I chair the annual Chancellor's Lecture.

Of more importance, I feel, I am there in a consultancy capacity and both the Vice-Chancellor and the Chairman of Governors consult me, either on visits to the House of Lords, or on the telephone.

My job is to be informed; theirs is to run the university.'

BORN IN CAPEL BANGOR, ABERYSTWYTH, AND EDUCATED AT UNIVERSITY COLLEGE, ABERYSTWYTH, AND GONVILLE AND CAIUS COLLEGE, CAMBRIDGE, JOHN MORRIS WAS CALLED TO THE BAR IN 1954. HE WAS APPOINTED A BENCHER OF GRAYS INN IN 1985 AND WAS A RECORDER OF THE CROWN COURT BETWEEN 1982 AND 1997.

HE WAS THE MEMBER OF PARLIAMENT FOR ABERAVON FROM 1959 UNTIL 2001, WHEN HE WAS CREATED A LIFE PEER. DURING THAT TIME, HE HELD MANY FRONT BENCH POSTS, INCLUDING THAT OF ATTORNEY GENERAL FOR ENGLAND AND WALES, AND ATTORNEY GENERAL FOR NORTHERN IRELAND. HE WAS SECRETARY OF STATE FOR WALES FROM 1974 TO 1979 AND WAS RAISED TO THE PRIVY COUNCIL IN 1970. IN 2003, HE WAS MADE A KNIGHT OF THE ORDER OF THE GARTER, THE OLDEST AND HIGHEST BRITISH ORDER OF CHIVALRY.

THE RT HON LORD MORRIS OF ABERAVON KG QC

University of Glamorgan

‘THE SINGLE MOST IMPORTANT PERSON WITHIN any university is (or in normal circumstances, should be) its Vice-Chancellor. Of course, he or she is supported by a senior management team, but nevertheless the role is demanding and often a lonely one. That message gives a clue about the role of the Chancellor.

It is often useful for a university to have a Chancellor active or experienced in a different field, who can add prestige and vital contacts to the university, enhance its standing and give a wider view.

Nevertheless, the Chancellor must realise that as busy as he or she may be, it is he who should find the time to keep in touch with his Vice-Chancellor, and abreast of major policies and changes as they are proposed at the university

Communication between these two principal players at least must be regular, full and free.’



SIR RICHARD NICHOLS

University of Ulster

SIR RICHARD NICHOLS WAS APPOINTED CHANCELLOR OF THE UNIVERSITY OF ULSTER IN MARCH 2002.

FOLLOWING COMPLETION OF NATIONAL SERVICE IN 1958, SIR RICHARD QUALIFIED AS A SOLICITOR IN 1963 AND WAS EMPLOYED AS AN ASSISTANT SOLICITOR WITH MESSRS GUNSTON & SMART IN HONG KONG, TRAVELLING TO HONG KONG BY SLOW CARGO BOAT. IN 1976 HE WAS MADE SENIOR PARTNER OF NORMAN E KELLY AND SON SOLICITORS WHICH BECAME SEDGWICK KELLY.

HE HAS SERVED IN A VARIETY OF CIVIC ROLES, SERVING IN 1997-98 AS LORD MAYOR OF LONDON. HE IS ALSO A MEMBER OF THE COURT OF THE CITY UNIVERSITY, LONDON.

HE BECAME GOVERNOR OF THE HONOURABLE THE IRISH SOCIETY IN 2000 AND IS ALSO DIRECTOR OF VARIOUS FAMILY COMPANIES.



University of Ulster

Newcastle University

THE RT HON LORD PATTEN OF BARNES CH

University of Oxford

‘I SUPPOSE THAT I AM THE NEAREST THING THERE has been to a serial Chancellor. When Governor of Hong Kong, I was by virtue of my office Chancellor of every university in the territory. I tried to persuade the universities’ Vice-Chancellors that perhaps they should choose their own Chancellors. They were having none of it. So I presided over one university congregation after another; I could not do much more. It was a challenge to remember what to wear on which occasion. I suppose I have awarded degrees to more students than anyone else!

THE RIGHT HONOURABLE LORD PATTEN OF BARNES, CH, HAS BEEN CHANCELLOR OF THE UNIVERSITY OF OXFORD SINCE 2003 AND CHANCELLOR OF NEWCASTLE UNIVERSITY SINCE 1999.

HE WAS EDUCATED AT ST BENEDICT’S SCHOOL, EALING AND GRADUATED FROM BALLIOL COLLEGE, OXFORD. CHRIS PATTEN WAS MP FOR BATH (1979–1992) AND DURING THE PERIOD 1983–1992 HE SERVED AS PARLIAMENTARY SECRETARY, NORTHERN IRELAND OFFICE; MINISTER OF STATE, DEPARTMENT OF EDUCATION AND SCIENCE; MINISTER FOR OVERSEAS DEVELOPMENT (FCO) AND SECRETARY OF STATE FOR THE ENVIRONMENT. FROM

1990 TO 1992, HE WAS CHANCELLOR OF THE DUCHY OF LANCASTER AND CHAIRMAN OF THE CONSERVATIVE PARTY. HE WAS THE LAST GOVERNOR OF HONG KONG (1992–1997) AND THEN CHAIRMAN OF THE INDEPENDENT COMMISSION ON POLICING IN NORTHERN IRELAND (1998–99) BEFORE BECOMING COMMISSIONER FOR EXTERNAL RELATIONS IN THE EUROPEAN COMMISSION UNTIL 2004. LORD PATTEN WAS MADE A PRIVY COUNCILLOR IN 1989 AND A COMPANION OF HONOUR (CH) IN 1998.

Lord Patten in the robes of Newcastle University

Back home in the UK I was asked to become Chancellor of Newcastle University (where my eldest daughter had studied) in 1999, and was elected by its graduates as Chancellor of Oxford University – for life – in 2003. Being collegiate, Oxford and Cambridge are a bit different from others, but there seem to be half-a-dozen lessons that apply everywhere.

First, when Harold Macmillan described the job, he noted that the Vice-Chancellor actually ran the university but without a Chancellor there would not be a Vice-Chancellor. This is more than a good joke. The Chancellor is a bit like a constitutional monarch, there to advise and assist but not to take on any executive responsibilities.

Second, a Chancellor does of course have to preside on formal occasions, especially degree-awarding ceremonies. I think that it is important to do this with as much élan as possible. For students and their families, these ceremonies are an important rite of passage. They should feel afterwards that the journey was worthwhile.

Third, the most important and often the only executive moment that some Chancellors have – and it does not happen at every university – is to help steer the selection of a new Vice-Chancellor.

Fourth, a Chancellor should be available to help fund-raising and general promotion for the university.

Fifth, I believe it is useful to take an occasional part in the academic life of the university – giving a lecture, holding a seminar. There is no better way of meeting students.

Finally, all of us as Chancellors have to promote the importance of higher education in our society. Universities need all the friends they can get.’



University of Oxford



University of Wolverhampton

INDIAN-BORN INDUSTRIALIST LORD PAUL WAS APPOINTED CHANCELLOR OF THE UNIVERSITY OF WOLVERHAMPTON IN 1999 AND THE FIRST CHANCELLOR OF THE UNIVERSITY OF WESTMINSTER IN 2006. RAISED TO THE PEERAGE AS BARON PAUL OF MARYLEBONE IN 1996, LORD PAUL, 76, IS CHAIRMAN OF CAPARO GROUP, A GLOBAL STEEL, ENGINEERING AND PROPERTY DEVELOPMENT BUSINESS, AND HAS MADE LARGE DONATIONS TO MANY ORGANISATIONS, INCLUDING £1M TO SAVE LONDON ZOO. HE HAS WORKED TO DEVELOP STRONG INDO-BRITISH RELATIONS AND HAS REPRESENTED BRITISH INDUSTRY AS ITS OFFICIAL AMBASSADOR.

LORD PAUL HOLDS A MSC MECHANICAL ENGINEERING DEGREE FROM MASSACHUSETTS INSTITUTE OF TECHNOLOGY.

University of Wolverhampton

LORD PAUL OF MARYLEBONE

University of Westminster

I WRITE AS THE CHANCELLOR OF TWO UNIVERSITIES, Westminster and Wolverhampton, which is a measure of my enjoyment of the role. It has the advantage of not having a job description so I can make my own.

I see my role to be a figure who can stand up for the university when appropriate, to promote its interests and standing in the wider world and to speak for the university when travelling abroad; for promoting higher education and business together internationally is a natural process. I can only do that effectively if I am in sympathy with the ethos and mission of the university and understand what it is setting out to achieve.

To do that requires a good and supportive relationship with the Vice-Chancellor and the governing body.

The most public and enjoyable role is to preside over graduation ceremonies. Here I see the real product of the university and share the joy of the graduates and their families.



Lord Paul in the robes of the University of Westminster

As a member of the House of Lords, I have a public forum where I can speak on issues that concern both my university and the university and education sector as a whole, while being quite clear and making sure that others understand that I have no role whatever in the governance or executive structure.

There are some especially happy tasks that fall to a Chancellor, of course. It is a privilege to welcome visitors to the university, whether they be members of the Royal family, the Prime Minister, international guests, or the parents of students.'

I HAVE TO CONFESS THAT, STANDING IN MY outlandish pink concoction – designed by Hardy Amies at his most florid – before degree giving congregations, I often feel like a Ruritanian monarch. There is a parallel. Most Chancellors are constitutionally all but powerless, though the role provides an “above-it-all” focus for loyalty to a university.

Presiding over degree giving is the one universal function of every Chancellor. That unique celebration in the life of a student may well loom large in his or her later recollection of times past.

So how does a Chancellor maximise the effect of those fleeting seconds of contact? My method is to speak very briefly to all but to have a mini-conversation with one in every six or seven graduands



University of Essex

LORD PHILLIPS OF SUDBURY OBE

University of Essex

selected on a rough balance as to gender, ethnicity and comeliness. I also step back after each handshake so as to step forward to greet the next recipient as he or she walks towards me.

A degree giving can get over-solemn and seizing every opportunity to puncture that adds to the occasion without, I find, detracting from its specialness.

Besides commending all the main elements which go to make the university I intend next summer to ask those graduating to applaud faculty members, whilst continuing to leave the Vice-Chancellor to invite them to do the same for their parents and supporters.

Apart from being available to chair special occasions, and to support others, my major incursion has been to tour every university department, administrative as well as academic, at least every two years. That has proved enormously informative and enjoyable whilst being much appreciated. I report my impressions to the Vice-Chancellor.

It's no bad thing to espouse a particular cause or project, mine being local hospitality for our many overseas students. Lastly, I keep right out of management, but make myself generally available to the Vice-Chancellor.'

LORD PHILLIPS OF SUDBURY OBE WAS ELECTED CHANCELLOR OF THE UNIVERSITY OF ESSEX IN 2003.

AFTER OBTAINING A DEGREE IN ECONOMICS AND LAW AT CAMBRIDGE UNIVERSITY, LORD PHILLIPS HAS ENJOYED A DISTINGUISHED LEGAL CAREER SPANNING ALMOST 40 YEARS. HE IS A FOUNDING PARTNER OF LONDON LAW FIRM BATES, WELLS AND BRAITHWAITE AND SPECIALISES PRIMARILY IN CHARITY LAW.

LORD PHILLIPS FOUNDED THE FIRST TRANS EUROPE LAWYERS GROUPING AND WAS FOUNDER CHAIRMAN OF NATIONAL CHARITY, THE LEGAL ACTION GROUP. HE IS CURRENTLY PRESIDENT OF THE CITIZENSHIP FOUNDATION WHICH AIMS TO PROMOTE CITIZENSHIP THROUGH EDUCATION ABOUT THE LAW, DEMOCRACY AND SOCIETY PARTICULARLY AMONGST YOUNG AND DISADVANTAGED PEOPLE. HE IS PRESIDENT OF THE SOLICITORS PRO BONO GROUP.



ISERVED AS CHANCELLOR OF DE MONTFORT University for six years, from 2000-2006, having joined the Board of Governors as an independent governor some three years before. I think serving as a governor before becoming Chancellor gave me a strong sense of connectedness to the institution, an understanding of its mission, its academic character and its values, all of which I shared very deeply. De Montfort, although a so called “new university”, (it is in fact the oldest university in Leicestershire,) traced its roots back over a hundred years through Leicester’s schools of technical and creative education, all of which had a strong vocational orientation. The university is a place where students can grow and develop, exploring their subjects with true intellectual curiosity, a place where they can fulfil their potential. I saw the role of University Chancellor as providing me with an opportunity to support DMU, not just as a static figurehead, but by speaking whenever I could, to whomever would listen, whether in public or private circles, in the House of Lords or in the back of a taxi cab – about the extraordinary work that DMU, and many universities do, about their role and importance, to business and industry, to the economy, to the communities in which they sit, but above all, to the foundation and progress of a civilised society. We

live in a world of great turbulence with a breathtaking pace of change, and our universities have a vital role to play in both keeping grounded in those traditions which we value while reaching forward to an exciting if uncertain future. I made it one of my personal goals, during my tenure as Chancellor, to engage the university, staff and students, in thinking about how their experience of working and studying at DMU changed and shaped them.

For me the role of university Chancellor came with a sense of both responsibility and privilege; responsibility for promoting understanding and appreciation of what universities do in today’s world and privilege to share in the hopes and aspirations of generations of students for themselves and their families for a better future.’



BARONESS PRASHAR HAS MADE AN OUTSTANDING CONTRIBUTION IN PUBLIC POLICY AND PUBLIC ADMINISTRATION, PARTICULARLY IN THE FIELDS OF SOCIAL JUSTICE, HUMAN RIGHTS, CRIMINAL JUSTICE, EDUCATION, EQUALITY OF OPPORTUNITY AND RACE RELATIONS. HER CAREER INCLUDES BEING THE DIRECTOR OF THE RUNNYMEDE TRUST, THE DIRECTOR OF THE NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS, CHAIR

OF THE PAROLE BOARD OF ENGLAND AND WALES, CHANCELLOR OF DE MONTFORT UNIVERSITY, CHAIRMAN OF THE NATIONAL LITERACY TRUST, AND CHAIRMAN OF THE ROYAL COMMONWEALTH SOCIETY. PRIOR TO HER CURRENT APPOINTMENT, AS THE INAUGURAL CHAIRMAN OF THE JUDICIAL APPOINTMENTS COMMISSION SHE WAS THE FIRST CIVIL SERVICE COMMISSIONER. SHE IS A NON-EXECUTIVE DIRECTOR OF ITV, TRUSTEE OF CUMBERLAND LODGE, NON-EXECUTIVE DIRECTOR OF THE CABINET OFFICE, A GOVERNOR OF ASHRIDGE COLLEGE AND A PATRON, THE RUNNYMEDE TRUST. AWARDED THE CBE IN 1994, SHE HAS SAT IN THE HOUSE OF LORDS AS A CROSSBENCHER SINCE 1999.



De Montfort University

BARONESS PRASHAR OF RUNNYMEDE CBE

De Montfort University



The University of Stirling (viewed from Airthrey Loch)

I WOULDN'T PRESUME TO TELL ANYONE HOW TO be a Chancellor. All universities are different, so it follows that what they require of a Chancellor will vary. I was voted in by the University Court, which runs Stirling University, therefore my first and foremost allegiance lies there. Other universities leave it to the students to select a Chancellor or Rector, so the primary responsibility would be to serve their interest.

As a working actress, I hesitated before accepting the position, knowing that during my 10 year tenure there would inevitably occur a clash of interests. Luckily I have had understanding producers and, as a result, have never been "off" for the annual Degree Ceremony. This, obviously, is the climax of each

university year, the opportunity for the Chancellor in his/her address to list and extol the successes within the campus, whether they be in the field of research, fund-raising or the development of departments etc. These ceremonies are viewed with varying degrees of enthusiasm by staff and students alike, for they can, and often do, slump into a monotonous ritual.

It falls to the Chancellor, conducting the ceremony, to do so with pace, energy and enthusiasm. Being verbose or pompous won't do. The best piece of advice I received on being a Chancellor came from Sir Claus Moser, long practised in the position, who said "always bear in mind that each and every student will remember for the rest of their lives who capped them". The onus, therefore, is on the Chancellor to make that moment of capping a personal one, no matter how many hundreds pass by during the ceremony. Graduates should never be viewed as just another in a long production line. For parents, partners and friends it is the brief moment when the graduate stands alone to have their achievement ratified that will be the most significant. When I step down later this year I shall do so with deep gratitude for the privilege and honour of having been a Chancellor and given the opportunity to touch so many lives.'

DAME DIANA RIGG DBE

University of Stirling

DAME DIANA RIGG DBE WAS APPOINTED CHANCELLOR OF THE UNIVERSITY OF STIRLING IN 1998.

DIANA RIGG WAS BORN IN DONCASTER IN 1938 BUT SPENT MUCH OF HER CHILDHOOD IN INDIA, WHERE HER FATHER WAS A RAILWAY ENGINEER.

HER CAREER IN FILM, TELEVISION AND THEATRE HAS BEEN WIDE-RANGING SINCE SHE MADE HER PROFESSIONAL STAGE DEBUT IN 1957, AND SHE HAS PROVED HER VERSATILITY AND TALENT IN MANY DIFFERENT ROLES.

SHE IS PERHAPS BEST KNOWN AS EMMA PEEL IN THE POPULAR 1960S BRITISH TELEVISION SERIES THE AVENGERS, PLAYING ALONGSIDE PATRICK MACNEE, AND WAS ALSO A BOND GIRL IN ON HER MAJESTY'S SECRET SERVICE (1969). SHE HAS ALSO APPEARED IN A WIDE RANGE OF TELEVISION AND THEATRICAL PRODUCTIONS, WINNING A BAFTA FOR BEST ACTRESS FOR HER PERFORMANCE IN THE BBC DRAMA MOTHER LOVE IN 1989.



University of East London

LORD RIX OF WHITEHALL AND HORNSEA Kt CBE DL

I WOULD NOT PRESUME TO OFFER ADVICE TO MY fellow Chancellors, most of whom have achieved pre-eminence in their chosen professions. As my own was gained mainly by dropping my trousers in 12,000 performances between 1950 and 1977, I cannot believe any present or future Chancellor would wish to receive instruction on this particular activity from me! However, I am happy to share a few reflections on my first decade of service to UEL.

When I was elected Chancellor of the University of East London in 1997, it was an ambitious new university with big plans. Eleven years on, UEL is a global community of over 20,000 students from 120 countries worldwide, and a recognised partner in the economic, social and cultural regeneration of our region.

However, while Chancellors may be regarded as 'dignified' rather than 'efficient' parts of their institutions, to borrow Bagehot's distinction, there is much backstage activity too. And if five decades in the theatre and broadcasting have taught me anything, it is the honest effort required to put on a good performance, which is why I take my ambassadorial and ceremonial roles very seriously indeed.

Every year, it is my privilege to take the stage at the Barbican Hall at a series of award ceremonies. Such occasions are always uplifting, and it is wonderful to see the style and dignity with which graduates cross the stage and respond to the warm applause of their families and friends.

I try to give our university, and in particular its many students from less privileged backgrounds, a voice in the House of Lords, if not the corridors of power. Like many of my colleagues, I am a scarred veteran of many higher education debates, occasionally even ending up on the winning side.

Oh yes, one tip does occur. If there are any frustrated farceurs among the distinguished readers of this publication, may I suggest a silk lining in the trousers and a velcro fastening for quick release. However, this might not guarantee the expected laugh, for under your all-enveloping Chancellor's robes, who would notice?

LORD RIX WAS INSTALLED AS THE FIRST CHANCELLOR OF THE UNIVERSITY OF EAST LONDON ON 16 JULY 1997.

BRIAN RIX BECAME A PROFESSIONAL ACTOR AT THE AGE OF 18, BEFORE RAF SERVICE DURING THE SECOND WORLD WAR. HE FORMED HIS OWN THEATRE COMPANY AND BECAME INCREASINGLY CELEBRATED

FOR PRODUCTIONS ON THE STAGE AND TELEVISION. LORD RIX WAS AWARDED A CBE IN 1977, KNIGHTED IN 1986 AND BECAME A LIFE BARON IN 1992.

HE SERVED ON THE ARTS COUNCIL AS CHAIRMAN OF THE DRAMA PANEL AND OF THE MONITORING COMMITTEE ON ARTS AND DISABLED PEOPLE. IN 1980, BRIAN RIX BECAME CEO OF

MENCAP, CHAIRMAN FROM 1988 TO 1998, AND IS THE CURRENT PRESIDENT OF THE ROYAL MENCAP SOCIETY. HE IS THE AUTHOR OF SEVERAL BOOKS INCLUDING BIOGRAPHIES, THEATRE HISTORIES, AND A HISTORY OF LEARNING DISABILITY.



University of East London



Oliver Cromwell was Chancellor of the University of Oxford between 1650 and 1657. Throughout the 1650s he permitted and encouraged religious speculation and diversity at the universities, and condoned quiet, but not open, political dissent. During the last year of his life, Cromwell resigned his position as Chancellor of Oxford in favour of his eldest son Richard.



Hendon Campus, Middlesex University



‘THE CHANCELLOR IS THE FORMAL HEAD OF THE university. But what does a Chancellor do?’

Inevitably, the job varies a little depending on the university we serve. All Chancellors have fine gowns and a central role in various formalities, most significantly graduations and other conferments. Most of us are Chancellors because we have experience and life skills which are of use to those who work full-time in guiding the university’s policies, strategies and activities. After a lifetime in industry, the public services or the creative industries, Chancellors also have the advantage of knowing a great many people.

So we appear, we advise, we network. Like the head of a family, we are fiercely proud and want to infect others with a similar feeling. Like all who work

in universities, we soon learn that it really IS all about the students. No one ever has to brief a Chancellor on how to be proud. It comes with the territory.

I’ve been Chancellor at Middlesex University since 2000. I couldn’t have been chosen by a better university for my interests and talents, such as they are. Business, young people, and London have been my life. Middlesex – large, diverse, multi-faceted, modern – is all about all three. If I learned anything in my business life it was to set an ambitious course, trust colleagues to deliver but to react quickly myself when help and advice was needed. That has served me well at Middlesex. I’ve been fortunate to have had a Vice-Chancellor who keeps in frequent contact and has never failed to see the big picture. And a Board of Governors who understand the difference between strategy and operation, advice and interference.

We should never underestimate the importance of ceremony and tradition. Alongside the quiet advice is the public role. The formal handshake and the official photograph. The moments of pomp and congratulation after serious endeavour. The icing on the cake. For everyone. Including the Chancellor.’

LORD SHEPPARD OF DIDGEMERE HAS BEEN CHANCELLOR OF MIDDLESEX UNIVERSITY SINCE 2000.

LORD SHEPPARD WAS BORN IN 1932 AND EDUCATED AT ILFORD COUNTY SCHOOL AND THE LONDON SCHOOL OF ECONOMICS. HE WORKED FOR FORD, CHRYSLER AND BRITISH LEYLAND BEFORE JOINING GRAND METROPOLITAN IN 1975 WHERE HE BECAME CHIEF EXECUTIVE 1986–93 AND CHAIRMAN 1987–96.

LORD SHEPPARD IS PRESIDENT OF LONDON FIRST – A BUSINESS LEADERS’ FORUM TO IMPROVE AND PROMOTE LONDON – AND HE HAS BEEN INSTRUMENTAL IN ENCOURAGING CO-OPERATION BETWEEN THE CAPITAL’S HIGHER EDUCATION INSTITUTIONS AND BUSINESS WORLD. HE HAS PREVIOUSLY CHAIRED THE PRINCE’S TRUST AND BUSINESS IN THE COMMUNITY. LORD SHEPPARD IS A GOVERNOR OF THE LONDON SCHOOL OF ECONOMICS AND AN HONORARY FELLOW OF THE LONDON BUSINESS SCHOOL. IN 1994 HE WAS AWARDED THE INSTITUTE OF MANAGEMENT GOLD MEDAL.

Middlesex University

LORD SHEPPARD OF DIDGEMERE KCVO Kt



JOHN SIMPSON IS THE BBC'S WORLD AFFAIRS EDITOR, THE SENIOR MEMBER OF A TEAM OF LONDON-BASED FOREIGN AND SPECIALIST CORRESPONDENTS. IN A BBC CAREER SPANNING MORE THAN 40 YEARS, JOHN HAS EARNED A REPUTATION AS ONE OF THE WORLD'S MOST EXPERIENCED AND AUTHORITATIVE JOURNALISTS. JOHN HAS REPORTED FROM MORE THAN 100 COUNTRIES ACROSS THE GLOBE, FROM 30 WAR ZONES AND HAS INTERVIEWED NUMEROUS CONTROVERSIAL WORLD LEADERS INCLUDING SADDAM HUSSEIN, OSAMA BIN LADEN, NELSON MANDELA, AND MARGARET THATCHER. JOHN'S MORE RECENT AND DEMANDING MAJOR ASSIGNMENTS INCLUDED REPORTING FROM AFGHANISTAN DURING THE FALL OF KABUL AND COVERING THE 2003 IRAQ CONFLICT IN WHICH HE AND HIS TEAM BECAME THE VICTIMS OF A 'FRIENDLY FIRE' INCIDENT. JOHN WAS INSTALLED AS CHANCELLOR OF ROEHAMPTON UNIVERSITY IN 2005.

'A CHANCELLOR HAS THAT MOST ATTRACTIVE of commodities, credit without responsibility. We are ambassadors for our universities, and get our standing from the hard academic grind of others. It isn't always easy: once I had to endure much unpleasantness from an eminent visitor to Roehampton who loathed journalists and journalism, and enjoyed showing it. Normally I would have defended my admittedly hard-to-defend profession. Instead, I kept quiet. I wasn't there as myself, or even as a journalist; I was solely there to represent the University.



But for the most part being Roehampton's Chancellor has given me intense enjoyment. I feel I should stay clear of the place except when invited; the last thing academics or administrators need is a constant visitor who has to be shown round and entertained. Yet when I am asked to go there, I always find it a pleasure. Listening to the passion in people's voices as they explain their subjects has a real attraction, especially if, like me, you always wanted to be an academic yourself.

Probably, though, a Chancellor's main function is to dress up in impossibly bright colours twice a year and address the students and their friends and relations at graduating ceremonies. It's tiring, but if you can give them a sense of pleasure and achievement you have done your duty by them and by the University. I always try to catch the students' first names when they are called forward, and use them when I shake hands. Some inevitably look at me in bewilderment, but when I get the name right they seem to like the personal touch.

So being a Chancellor is a genuine pleasure. And it is remarkable how many times I manage to slip Roehampton, and my chancellorship of it, into my everyday conversation.'

JOHN SIMPSON CBE

Roehampton University



Oxford Brookes University

JON SNOW

JON SNOW IS THE CHIEF PRESENTER OF CHANNEL 4 NEWS, A ROLE HE HAS HELD SINCE 1989. JON HAS WON ROYAL TELEVISION SOCIETY AWARDS FOR REPORTING IN ERITREA, AFGHANISTAN, IRAN, IRAQ AND EL SALVADOR AND WAS ROYAL TELEVISION SOCIETY PRESENTER OF THE YEAR IN 1994.

PRIOR TO HIS POST AT CHANNEL 4 NEWS, HE WORKED AS AN ITN JOURNALIST FOR OVER A DECADE, INCLUDING STINTS AS WASHINGTON CORRESPONDENT (1983-86) AND DIPLOMATIC EDITOR (1986-89) AT THE HEIGHT OF DÉTENTE AND PERESTROIKA. AS AN AWARD WINNING JOURNALIST HE HAS INTERVIEWED WORLD LEADERS INCLUDING RONALD REAGAN, MIKHAIL GORBACHEV AND NELSON MANDELA.

HE WAS CHAIRMAN OF THE PRISON REFORM TRUST 1992-97 AND HAS ACTED AS CHAIRMAN OR TRUSTEE FOR A NUMBER OF CHARITABLE ORGANISATIONS. HE HAS ALSO BEEN A TRUSTEE OF THE NATIONAL GALLERY, AND CHAIRMAN OF THE COUNCIL OF THE TATE MODERN.

IT'S AN ILL-DEFINED JOB, IT'S WHAT YOU MAKE IT. Trying on the gown for the first time, no one seems to be very clear about what is expected of you. You obviously wonder whether you are up to the job. There is the challenging, if not alarming, concept of being a kind of 'figurehead' for the university.

There were three fixed points in my Chancellor's year – officiating at degree ceremonies; chairing the University Court; and giving an annual 'Chancellor's lecture'. For the rest, I make visits to departments, meet with students and staff, open buildings, attend alumni events, and do a bit of fund-raising. I reckon I have spent around five full days a year at the university or working in its interests. I never stop feeling I should be doing more.

I was probably well into my third year before I really felt confident in the role. It's proved a wonderful experience getting right into the heart of an academic institution. Of course I was lucky that Brookes is anyway held in such high regard as a 'new university'.

I am more than certain that my own reputation has been more enhanced by being associated with Brookes than they have been by having me as their Chancellor! I have made so many friends there amongst both staff and students.

It is one of the most rewarding responsibilities I have ever had, I feel very privileged to have been allowed to do it. I suppose I end up thinking that if they didn't have such a role they'd have had to invent it; on second thoughts maybe they did anyway. If anyone ever offers you the job, take it! It's quite unlike anything else you will ever do in life!'

Oxford Brookes University



University of the Arts London

LORD STEVENSON OF CODDENHAM CBE



DENNIS STEVENSON IS CHAIRMAN OF ALDEBURGH MUSIC LTD, A DIRECTOR OF GLYNDEBOURNE PRODUCTIONS AND CHANCELLOR OF THE UNIVERSITY OF THE ARTS LONDON. HE WAS CHAIRMAN OF THE TRUSTEES OF THE TATE GALLERY BETWEEN 1989 AND 1998.

HIS MAIN BUSINESS ACTIVITIES ARE CHAIRMAN OF HBOS PLC AND A NON-EXECUTIVE DIRECTOR OF THE WESTERN UNION COMPANY. UNTIL RECENTLY HE WAS ALSO CHAIRMAN OF PEARSON PLC.

‘UAL IS THE WORLD’S LARGEST ARTS SCHOOL centred on the fine arts, edging out into every possible related area from shoe design to photography, with a lot of the new technologies added on. While it is different from any other university, it is doubtful whether that difference applies to the role of its Chancellor... the Chancellor is like the Queen and never carries money, still less any sense of authority.

Like the Queen, it would be possible to see the Chancellor as purely ceremonial. And certainly the Chancellor has to stand up and look pretty in his or her flowing robes at various forms of conferment ceremonies, grand lunches or dinner parties. What authority does the Chancellor have? Well, none really. There is the subtlety that of course in certain situations the Chancellor, like the Queen, can play a pivotal role...

For example, once in a blue moon there will be key decisions about people – perhaps the appointment of the Vice-Chancellor or the Chair of the Board. A cap may be doffed to the Chancellor... the head hunters sent to see you. In practice, you do not intervene unless you have something useful to say. I have had something to say twice... once to apply a mild warning (veto would be too strong a word on a candidate) and once to suggest a different form of behaviour.

Then there may be a situation where the institution

needs political support/strong arming. Again, there has only been one instance while I have been Chancellor. By dint of my access to the bodies politic and bureaucratic, I was able to help.

Finally, and most obviously there is financial desperation. As it happens, UAL has been brilliantly managed financially by the last two chairmen of Council and the last two Rectors. However, my time cometh. UAL is embarked on raising a great deal of money to rebuild Central St Martin’s on the new King’s Cross development. I have no option but to step up to the plate first, to give something within my means and second, to help raise the rest.

So the rule of thumb is, you are the Queen unless the institution is in desperate need!’



University of the Arts London

AT TIME OF GOING TO PRESS,
37 CURRENT UNIVERSITY CHANCELLORS
ARE ALSO MEMBERS OF THE HOUSE OF LORDS.

THERE HAVE BEEN MANY ‘PINCH MYSELF’ moments in my life and career but none so intense and unreal as when, each November, I am helped into the magnificent, yet tasteful, robes of Chancellor of the University of Huddersfield. And the sensation does not diminish with time, although the ceremonies are now familiar and comfortable. I mostly remember when to touch my bonnet. I always remember that no one can sit until I do and I have developed a nifty knack of getting the narrow part of the hood over a degree recipient’s head, without cracking them on the nose or messing up a carefully arranged hair-do.

Huddersfield is not, as many assume, my hometown. I was born, lived and went to school a little way down the Calder Valley in Mirfield, a small mill town. Mirfield had always had a Grammar School but from 1950 it also had a brand new, art-deco-like building, housing Mirfield Secondary Modern School. And it was there that I went in the second year of its life to begin my ‘secondary’ education. Four years later my formal education was over and I got a job as the most junior reporter on the local weekly paper, The Dewsbury and District Reporter. I was blessed with an inspirational teacher for English – Cecil Dormand; the first to put a play by Shakespeare in my hand, the first to put me on a stage, the first to say, “Stewart, you could make a career of this.” But it was not much of an education and I had to scratch around to pick up what I could in the years that followed.



So, at a point in my life when I was dithering about leaving Los Angeles after seventeen years and returning to the UK, when the enquiry came from the U of H, I knew at once that this was not only the invitation that would bring me home, it was the perfect and most appropriate way to reintroduce myself to my childhood community and to invest in local learning. If only to illustrate, as so many Huddersfield graduates do, that mediocre schooling need not mean a mediocre life.

I am immensely proud of the University of Huddersfield and its growing success and esteem and I am immensely proud to be its Chancellor.’

PATRICK STEWART HAS BEEN CHANCELLOR OF THE UNIVERSITY OF HUDDERSFIELD SINCE 2003.

PATRICK IS AN INTERNATIONALLY RESPECTED ACTOR KNOWN FOR SUCCESSFULLY BRIDGING THE GAP BETWEEN THE THEATRICAL WORLD OF THE SHAKESPEAREAN STAGE AND CONTEMPORARY FILM AND TELEVISION. HE HAS WON MANY AWARDS AND RECEIVED HIS OBE FROM THE QUEEN IN 2002. HE IS PERHAPS BEST KNOWN FOR HIS ROLE AS CAPTAIN JEAN-LUC PICARD IN THE HIT SERIES STAR TREK: THE NEXT GENERATION. MOST RECENTLY, HE HAS REPRISED HIS ROLE AS PROFESSOR

XAVIER IN THE SEQUEL TO 20TH CENTURY FOX’S MOVIE, X-MEN.

PATRICK IS AN HONORARY ASSOCIATE ARTIST OF THE ROYAL SHAKESPEARE COMPANY (RSC), HAVING BEEN MADE AN ASSOCIATE ARTIST IN 1967. WITH THE RSC, HE HAS PLAYED SUCH ROLES AS KING JOHN, SHYLOCK, HENRY IV, CASSIUS, TITUS ANDRONICUS, OBERON, LEONTES, ENOBARBUS, TOUCHSTONE AND LAUNCE. IN 2006, TO GREAT ACCLAIM, HE STARRED IN ANTONY AND CLEOPATRA AND THE TEMPEST, AND IN 2007 IN MACBETH, FOR WHICH HE RECEIVED THE EVENING STANDARD BEST ACTOR AWARD.

University of Huddersfield



*University of
Huddersfield*

PATRICK STEWART OBE



RAISED TO THE PEERAGE IN 1992 AS BARON WAKEHAM, JOHN WAKEHAM HAS BEEN IN PARLIAMENT SINCE HE WAS ELECTED MP FOR MALDON IN 1974. HE HAS HELD VARIOUS GOVERNMENT OFFICES, INCLUDING LEADER OF THE HOUSE OF COMMONS, SECRETARY OF STATE FOR ENERGY, LORD PRIVY SEAL AND, FROM 1992 TO 1994, LEADER OF THE HOUSE OF LORDS. FROM 1995 TO 2002 HE WAS CHAIRMAN OF THE PRESS COMPLAINTS COMMISSION. HE BECAME CHANCELLOR OF BRUNEL UNIVERSITY IN 1998.

‘MY PREDECESSOR AS CHANCELLOR OF BRUNEL University, The Earl of Halsbury, took on the role when he was 59 and served until he was 90. He was much loved and came with a formidable reputation in science and engineering. When it became known that I was to become Chancellor a distinguished member of the House of Lords who was himself Chancellor of a fine university for 15 years told me he did not think it wise to accept. Asking him why, he said it was a position without power. I fear I told him that it was just the sort of position I was looking for! No power but perhaps from time to time a little influence.

My feeling is that I am quite an active Chancellor having an engagement on average about twice a month. We have about eight to 10 Degree Congregations and I preside at the majority of them but invite the Pro-Chancellor to do a number. At a university like ours, I think these ceremonies are very important not just for those graduating but for their families, the majority of whom like me had never been to university. We always give the students a collective moment to thank their families for the support they have been given.

THE RT HON LORD WAKEHAM DL

Brunel University

I set great store by my visits to the various Schools of the University to discuss with the academics their research work. This I do on a systematic programme covering the whole University on a regular basis.

I also attend the University for as many of the big occasions as I can. We are just completing a building programme of some £250 millions so stone laying and openings have been pretty frequent.’

Brunel University



Each university goes about choosing a Chancellor in its own way – in Oxford it is by election by members of Convocation, including all living graduates. The **highest recorded electoral turnout** was in 1987 (8,300 out of the 40,000 members voted) when Lord Jenkins beat his old Balliol colleague and later fellow politician, Sir Edward Heath and historian Lord Blake. He was the second non-Tory to hold the position in 250 years, after Lord Grey in 1928. Roy Jenkins calculated that he spent about a quarter of his working time on the University, fulfilling about 50 engagements a year in Oxford and another 30 or 40 elsewhere.

DAVID WEATHERALL QUALIFIED AT LIVERPOOL UNIVERSITY IN 1956 AND AFTER A PERIOD OF NATIONAL SERVICE IN MALAYA, SPENT FOUR YEARS AT JOHNS HOPKINS HOSPITAL, BALTIMORE. HE RETURNED TO LIVERPOOL IN 1965, WHERE HE WAS APPOINTED PROFESSOR OF HAEMATOLOGY IN 1971. IN 1974 HE MOVED TO OXFORD, WHERE IN 1992 HE WAS APPOINTED REGIUS PROFESSOR OF MEDICINE. IN 1989 HE ESTABLISHED THE INSTITUTE OF MOLECULAR MEDICINE AT OXFORD.

HIS MAJOR RESEARCH CONTRIBUTIONS HAVE RESULTED IN SOME 700 PUBLICATIONS. HE HAS HELD VARIOUS POSITIONS, INCLUDING PRESIDENT OF THE BRITISH ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE. HE BECAME EMERITUS REGIUS PROFESSOR OF MEDICINE IN SEPTEMBER 2000.



‘WHEN THE INVITATION ARRIVED MY IMMEDIATE reaction was to find out what university Chancellors actually do. The Chambers Dictionary was unambiguous; ‘the titular or (US) active head of a university’. The perception that British Chancellors are non-functional figureheads was confirmed when I heard that when Harold Macmillan was asked what Chancellors do he replied that universities are run by Vice-Chancellors so you can’t have a Vice-Chancellor unless there is a Chancellor.

Few of us have the desire or the anatomical gifts to become figureheads. So the first hurdle is to reassure your future Vice-Chancellor that you have no ambition to reorganise their university. Then visit as many of the departments as you can and determine where your expertise in fields of new development or fund-raising might be most usefully applied. Finally, establish a *modus operandi* with the Vice-Chancellor, emphasising that you will always be behind them in the development (or collapse) of the university.

Find out in advance of degree days which students are graduating; an inspirational message for the road to success for medieval-Spanish philologists may confuse an audience of veterinary surgeons. Like ambulance crews, the behaviour of graduands on the platform falls into two categories, those that look and run and those that stay and play. Enjoy a brief word with the latter while not prolonging the handshake: the orthopaedic consequences of their enthusiasm can



Keele University

be dire! Phrase questions about future careers with great care. The Chancellor who asked an attractive student what she was doing next was taken aback to hear “Sorry, I have a date with my boyfriend”.

Finally, remember that becoming a Chancellor does not automatically turn you into a celebrity. Oliver Wendell Holmes Jr. remarked that when he returned to Boston it took him several days to realise that the term “The President” referred to the President of Harvard and not to a minor official in Washington; the British public are not so well-informed.’

Keele University

PROFESSOR SIR DAVID WEATHERALL FRS

THE ROLE OF THE CHANCELLOR IS A FIGURATIVE and traditional one. However it is what you do with a role and not its historical context that matters. Prior to becoming Chancellor of the University of Chester I was Pro-Chancellor of Keele University from 1986 to 1993 and Chancellor of Manchester Metropolitan University from 1993 to 2002. In addition I have experience of higher education in my role as a parent.

My responsibility is as one who helps, advises, warns and is an advocate for the University. I am able to offer support and advice to a Vice-Chancellor. As a 'critical' friend, I can stand back and view through eyes that

THE DUKE OF WESTMINSTER KG CB OBE TD CD DL

University of Chester

are not burdened with strategies, targets and budgets. This seems the most significant part of the position to me.

Listening to students and staff and learning what they want is crucial; where they feel the University should be heading, the positive things, areas that need to be improved or developed. For example, student accommodation is an issue nationally and one that is voiced by Chester students. I believe this is an area in which I can assist.

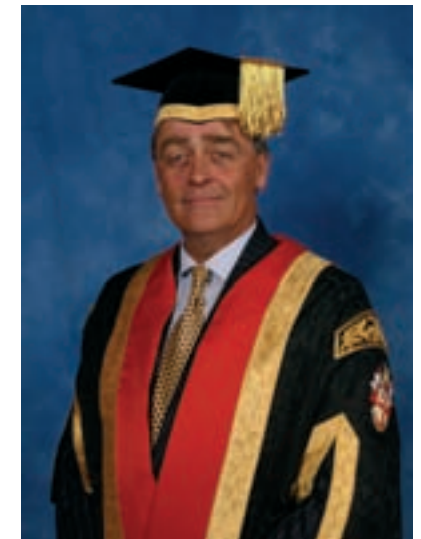
There is, of course, the impressive public and ceremonial role; graduation ceremonies and formal events. I am able to act as "another gun in the battery" for the institution.

I am a "doer, rather than a sitter". I am an ambassador for the University and am able in my various roles to promote the University to the City, the county, nationally and internationally. Not only do I promote the University of Chester, but I feel also that it is important to promote the UK higher education system as a whole. So, for example, when I encounter criticism of young graduates I am able to share my experiences as an employer and comment on the high quality of graduates who are just starting out on their careers.

I also take an interest in particular research projects and, where possible, offer any resources at my disposal.'

THE DUKE OF WESTMINSTER IS CHAIRMAN OF THE GROSVENOR ESTATE. HE IS ALSO A MAJOR GENERAL (2 STAR) IN THE RESERVE FORCES. BETWEEN 2004 AND 2007 HE WAS APPOINTED TO THE KEY ROLE OF ASSISTANT CHIEF OF DEFENCE STAFF (RESERVE AND CADETS) BASED AT THE MINISTRY OF DEFENCE.

HE IS A MEMBER OF THE PRINCE'S COUNCIL OF THE DUCHY OF CORNWALL AND IS INVOLVED WITH, AND ACTIVELY SUPPORTS, OVER 250 CHARITIES AND OTHER ORGANISATIONS.



University of Chester's Westminster Building, home to the Faculty of Health and Social Care



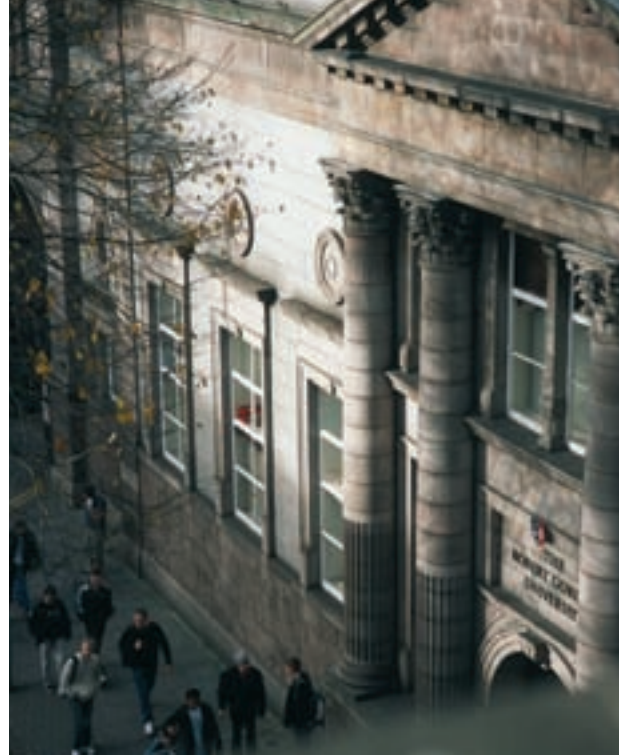
The longest-serving Chancellor is
HRH Prince Philip, the Duke of Edinburgh,
who has been Chancellor of
the University of Edinburgh
since 1952



I HAVE BEEN CHANCELLOR OF THE ROBERT Gordon University in Aberdeen for four years and my participation in the University is strongly encouraged. My duties are as follows:

(a) I preside over the graduation ceremonies held in July and December at which I confer the degrees and attempt to deliver a challenging oration to make the graduates and their families feel really good about their achievements and the institution, and also outline some of the exciting challenges ahead. I act as host to the honorary graduates and their guests and to the special guests who attend. We also have dinners for the honorary graduates at the time of the graduation ceremonies and I host these.

(b) I am not involved in any sense in the management or governance of the University but meet with the Principal and Vice-Chancellor usually for dinner four times per annum. I believe these meetings are valuable particularly with my knowledge in Scotland on the industrial and energy sector activities. In between, the Principal and Vice-Chancellor regularly seeks my advice on a range of issues from the political and economic factors affecting the North East to the recruitment of staff. I am also sounded out on possible honorary graduates.



(c) I also attend other significant events at the University from important ceremonial occasions such as the opening of buildings through to the annual show of the School of Art. I certainly normally try and attend if a VIP is in attendance. I also speak at the occasional University dinner.

(d) Finally it is important to be seen and to meet with the staff and the students. This is done significantly at graduation ceremonies including the interaction before and afterwards but also on occasional visits to the University.'

SIR IAN WOOD HAS BEEN CHANCELLOR OF ROBERT GORDON UNIVERSITY, ABERDEEN, SINCE 2004.

AN ABERDEEN PSYCHOLOGY GRADUATE, SIR IAN HAS BEEN CHIEF EXECUTIVE AND CHAIRMAN OF JOHN WOOD GROUP PLC, THE UK'S LARGEST ENERGY SERVICES COMPANY.

AS WELL AS HIS COMMITMENT TO THE GROUP, SIR IAN HAS HELD MANY APPOINTMENTS WITHIN THE UK AND HAS RECENTLY RETIRED FROM MEMBERSHIP OF PILOT (JOINT GOVERNMENT/OIL & GAS INDUSTRY INITIATIVE). HE IS ALSO A MEMBER OF THE NEWLY FORMED SCOTTISH FISHERIES COUNCIL WHICH TAKES HIM BACK TO HIS FAMILY'S ROOTS IN THE FISHING INDUSTRY. THE GROUP IS STUDYING THE MEDIUM TERM PROSPECTS FOR SCOTLAND'S FISHING INDUSTRY.

SIR IAN HAS WON MANY INDUSTRY AWARDS OVER HIS LIFETIME, AND HOLDS A NUMBER OF FELLOWSHIPS.

SIR IAN WOOD CBE

Robert Gordon University

SIR ROBERT WORCESTER KBE DL

University of Kent

THE ROLE OF THE CHANCELLOR OF THE University of Kent is a mixture of functions prescribed by Charter, others assumed by tradition and agreement between the Chancellor, Vice-Chancellor and Chair of Council.

The Chancellor's role at the University of Kent, as defined in the University's Charter includes:

- Chairing the Court (which ordinarily meets but once a year);
- Presiding at the University's Degree Ceremonies (held in Canterbury and Rochester Cathedrals, what wonderful occasions they are!);
- Being a Member of the Council;
- Being a Member of the Honorary Degrees Committee.

The Chancellor's role at the University of Kent in addition I see as:

- Serving as an ambassador for the University, representing the University externally on appropriate occasions, helping to represent the University at all levels of our external interests and being open to students, staff and alumni;
- Leading from the front in fund-raising;
- Organising and chairing the annual Chancellor's Lecture;

- Acting as confidential advisor to the Vice-Chancellor and Chairman of Council if and when they wish advice;
- Thinking long-term about the future for the University (my term is seven years and will see the turnover of at least one VC, perhaps two chairmen of Council, the entire membership of the Council, two sets of undergraduates, thousands of graduates, and many members of the staff of the University), including thinking about how best the University can use its c. 570 acres of campus on the hill overlooking the city and its cathedral in the future.'



University of Kent, campus



SIR ROBERT WORCESTER, FOUNDER OF MORI (MARKET & OPINION RESEARCH INTERNATIONAL), WAS INSTALLED AS THE UNIVERSITY'S FIFTH CHANCELLOR IN CANTERBURY CATHEDRAL IN 2006.

SIR ROBERT IS A DEPUTY LIEUTENANT OF THE COUNTY OF KENT, AND A FREEMAN OF THE CITY OF LONDON.

HE IS A GOVERNOR OF THE LONDON SCHOOL OF ECONOMICS AND VISITING PROFESSOR OF GOVERNMENT, HONORARY PROFESSOR OF POLITICS IN THE POLITICS DEPARTMENTS OF THE UNIVERSITIES OF KENT AND WARWICK, AND AN HONORARY FELLOW OF LSE AND KINGS (LONDON). HE WAS A MEMBER OF THE FULBRIGHT COMMISSION.



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