BRIEF FOR THE POSITION OF

VICE-CHANCELLOR

THE OPEN UNIVERSITY – JANUARY 2019
The Open University is a unique institution which has offered millions of people the opportunity to reach their potential over the last 50 years.

The new Vice-Chancellor has a crucial role to play, building on this remarkable history, in leading and guiding the University into the future.

He or she will make an enormous impact on the agenda of supported flexible open learning. I cannot think of any other role in higher education that could provide the same amount of challenge, excitement and satisfaction. The University is performing well, but the future is as uncertain as the opportunities are significant. I see this as a career defining role and an opportunity to make a genuine difference to the lives of millions more people.”

Malcolm Sweeting
Pro-Chancellor
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The Open University (OU) is the largest university in the UK by student population, and has a significant global reach through a network of alumni in over 150 countries, international partnerships and research. The OU is the only university to receive funding from, and operate in, all four nations of the UK.

ABOUT THE OPEN UNIVERSITY

The OU was established in 1969 with a unique aim. Our mission was to provide a new-style of university education that was truly open to people, places, methods and ideas, to improve lives and enrich communities in the UK and across the world. As we enter our fiftieth year, and with more than two million people who have studied with us, the commitment to our mission is as strong as ever. That’s why we continue to evolve and adapt our teaching methods and technology to support student success in a rapidly changing world.

A UNIQUE INSTITUTION

The OU is unique. A world leader in open access, supported open learning and open educational resources, our distance learning approach sets us apart from other universities. Our commitment to open entry requirements means the OU has an unrivalled reach and influence on today’s society. Our flexible approach supports people of all ages and backgrounds to study and achieve their potential. Through academic research, teaching innovation and partnerships, the OU constantly breaks new ground in the design, content and delivery of supported open learning.

OPEN, AMBITIOUS, INNOVATIVE AND INCLUSIVE

We believe anyone, anywhere, can study with The Open University. Around 174,000 students are currently studying with us, and these include:

- Around 24,000 disabled students.
- 1,500 students in prison or other secure environments.
- Students sponsored by FTSE 100 companies and major public services like the police and the NHS.
- In excess of 1,000 students on apprenticeship courses.

Some other highlights include:

- An overall satisfaction rate of 90% in the latest National Student Survey.
- A unique partnership with the BBC since 1971 and co-production of approximately 35 prime-time TV and radio series every year. During 2017/18, OU-BBC TV and radio programmes were listened to or viewed 351 million times, including the flagship Blue Planet II series.
- Free-to-use courses and modules on our OpenLearn in-house platform received 7.8m views in 2017/18.
- Being one of the top three space science centres in the UK.
- Providing free educational resources to teachers and healthcare workers in sub-Saharan Africa and India, reaching over 2 million people.
- A Business School that is part of the top 1% of global business schools who are triple accredited by the world’s leading management education associations.
The OU skyrocketed my confidence and gave me the opportunity to start a business I love. It has changed my life for the better.

-- Chloe Burrows

I've been tutoring with the OU for 25 years and I've definitely seen it change lives. The success of the students is the real delight.

-- Douglas Leith

A new beginning is what it's all about, and the OU has reminded me it is possible. I know I'm capable of so much, so I just want to keep pushing it.

-- Finlay Games

It's a real privilege to be part of our students' journey, to watch them change and develop.

-- Rehana Awan
VALUES
Our c. 9,000 staff stay true to a clearly defined set of core values. First, we are inclusive, playing a unique role in society by making higher education open to all and promoting social justice through the development of knowledge and skills. Second, we are innovative, leading the learning revolution, placing innovation at the heart of our teaching and research, continuously seeking new and better ways to inspire and enable learning, and creating world class research and teaching. Third, we are responsive to the needs of individuals, employers and communities, and dedicated to supporting our students’ learning success.

LOCATION
The University has its headquarters on a purpose-built campus of approximately 110 acres in the south-east of Milton Keynes. It also has national headquarters in Edinburgh, Cardiff, Belfast and Dublin, and bases in Manchester and Nottingham.

LEADERSHIP AND GOVERNANCE
The University is a chartered institution and received its Royal Charter on 23 April 1969. It is an exempt charity registered in England and Wales and regulated on behalf of the Charity Commission by the Office for Students. It is also registered as a charity in Scotland.

The University’s governing body is the Council, which focuses on the University’s overall strategy, finances, property and staff, and is supported by a number of sub-committees. The Council has the ultimate authority within the OU, but it has to respect the views of the Senate in academic matters. The Senate is the academic authority of the University, responsible for academic strategy, policy, priorities and performance. The Vice-Chancellor is accountable to the Council for maintaining and promoting the efficiency and good order of the University. The University’s Chancellor is Baroness Lane-Fox of Soho and its Pro-Chancellor (who also chairs the Council) is Malcolm Sweeting.

More information on the OU’s leadership and structure can be found here.

FURTHER INFORMATION
Further information about The Open University may be found on its website. The website provides access to recent Annual Reports, Financial Statements, and information about Faculty organisation, research and courses.

OpenLearn can be found here and FutureLearn – a private company wholly owned by The Open University, and a provider of a world-leading platform for online courses and degrees – can be found here.
MISSION
We promote educational opportunity and social justice by providing high-quality university education to all who wish to realise their ambitions and fulfil their potential. Through academic research, pedagogic innovation and collaborative partnership we seek to be a world leader in the design, content and delivery of supported open learning.

Most of our undergraduate courses have no formal entry requirements. We believe that the qualifications our students have when they leave are the only ones that matter. We are committed to promoting equal opportunities for all, and close monitoring makes sure that we live up to our ideals.

Our Annual Reports provide a record of our work, events, projects and financial highlights year by year. More information on the OU’s Mission and Academic Strategy can be found here.

STRATEGY
Through our scale, reach and our ability to support students to succeed we achieve a positive impact on society and the economy. This includes:

- Understanding our students’ study goals and ensuring they get onto the right study path at the right level.
- Supporting our students successfully to progress through and complete their chosen module(s) or qualification.
- Delivering a high quality and flexible student experience with high levels of student satisfaction.
- Supporting students to achieve positive career and personal development outcomes.

The focus on student success is underpinned by a set of related objectives, which together will achieve our overall vision:

- Delivering excellent teaching and research to enhance our distinctiveness, reputation and, above all, student success.
- Enhancing our future growth and sustainability by diversifying our reach and sources of income and managing and challenging our cost base, to ensure our financial sustainability, headroom for re-investment back into the University, and value for our students.
- Investing in technology that enables success – both student facing technology and our own internal systems.
- Fostering a dynamic and inclusive culture by investing in staff to recognise and maximise their contribution to our success.

FURTHER INFORMATION
More information on the OU’s Strategic Objectives can be found here.
LEADERSHIP

The Vice-Chancellor has a close working relationship with the senior management team and holds regular meetings with the Executive. The Vice-Chancellor is supported by an Acting Deputy Vice-Chancellor, two Pro Vice-Chancellors, four Executive Deans of Faculty, three Nation Directors and six Professional Services leads.

THE VICE-CHANCELLOR’S EXECUTIVE INCLUDES:

Vice-Chancellor: 
Professor Mary Kellett

Acting Deputy Vice-Chancellor: 
Professor Josie Fraser

PRO-VICE CHANCELLORS:
- PVC Students: 
  Dr Liz Marr (interim)
- PVC Research, Enterprise and Scholarship: 
  Professor Kevin Hetherington

EXECUTIVE DEANS:
- Faculty of Arts and Social Sciences (FASS): 
  Professor Ian Fribbance
- Faculty of Business and Law (FBL): 
  Professor Devendra Kodwani
- Faculty of Wellbeing, Education and Language Studies (WELS): 
  Professor Fary Cachelin (from 1st March 2019) 
  Dr Sally Hayes (Acting)
- Faculty of Science, Technology, Engineering and Mathematics (STEM): 
  TBC

NATION DIRECTORS:
- Scotland: Susan Stewart
- Wales: Louise Casella
- Ireland: John D’Arcy

University Secretary: Jonathan Nicholls

Group Finance Director: Laurence Holden

Group HR Director: Fiona Roberts

Chief Information Officer: Chris Youles

Interim Director Academic Services: Chris Rooke

Interim Commercial Director: David Willett

GOVERNANCE

There are two main bodies responsible for the governance of the OU.

COUNCIL

The University’s main governing body is the Council, supported by a number of sub-committees. It has a membership of 21 and includes representatives of academic and research staff, associate lecturers and non-academic staff, students, and a number of external co-opted members. These external members, appointed for their experience and expertise, hold the majority of Council places. The Council is particularly concerned with finances, property and staff. It has ultimate authority within the OU, but must respect the views of the Senate in academic matters.

The Council is chaired by the Pro-Chancellor, who also steps in on occasion as Chief Presiding Officer at degree ceremonies. Our current Pro-Chancellor, who took up the role in January 2019, is Malcolm Sweeting.

SENATE

The Senate is the academic authority of the University, responsible for promoting the academic work of the University, both in teaching and research. Subject to the powers of the Council, it oversees academic management, including curriculum and all aspects of quality and standards associated with the University as a degree-awarding body. Senate meetings concentrate on major issues of academic strategy, policy, priority and performance. Chairing the Senate is a key part of the Vice-Chancellor’s role.

FURTHER INFORMATION

More information about the OU’s Faculties and Centres can be found here.
We are the largest provider of part-time education in England, with over 95,000 students choosing to study with the OU. Highly rated for student satisfaction, the OU was joint 17th in England (out of 129 participating organisations) in the National Students Survey. The OU makes a major contribution to addressing widening participation in England. Nearly 30% of our new English undergraduate students do not have traditional entry requirements, around 20% are from low participation neighbourhoods and 1 in 5 has a disability. Collectively over 50% of OU students in England come from disadvantaged backgrounds. 76% are in employment while they study.

We are the most popular university in Scotland for flexible, part-time study and have more than 40% of all part-time undergraduate students in Scotland. We are the only Scottish university to be rated in the top three for student satisfaction in the National Student Survey every year since the survey started.

Over 6,500 students across Wales are currently studying with The Open University. Student numbers in Wales have increased significantly in the last year following the introduction of new student support arrangements presenting us with new growth opportunities in this part of the UK. Over 20% of OU students in Wales come from Wales’ most disadvantaged areas. Around 70% are in employment while they study.

The OU is one of three universities in Northern Ireland and has over 3,600 students. It has operated across the Republic of Ireland for 20+ years and has around 1,000 students in that country. We are the only university in Northern Ireland to have come top in the National Students Survey for 14 years, since the survey began.

The OU continues to make a significant impact internationally and has a history of building successful, long-term partnerships. We currently have over 30 partners in 27 countries worldwide, supporting and teaching over 300,000 students using OU content and methodologies. The Open University has been committed to International Development for over twenty years and our current projects empower teachers, healthcare workers and higher education experts and have reached over 2 million people around the world.
FINANCES AND KEY STATISTICS

In 2018 the OU had 174,898 students (64,914 FTE). Total income was £424m, of which £271m came from tuition fees and education contracts, £101m from funding body grants, and £14m from research grants and contracts. The remainder came from other sources. The University has a strong balance sheet with substantial reserves. A programme of agreed cost-saving measures will provide current account surpluses from 2019/20. The reserves have enabled investment in strategic change to build for our future.

Full Annual Reports and Financial Statements can be found [here](#). The Open University has spent almost 50 years inspiring learning and creating higher educational opportunities with no barriers to entry. We continue to demonstrate excellence in research and teaching and achieve enormous reach through use of open access educational resources and our partnership with the BBC. Key highlights of the year included:

**GROWING OUR ATTRACTIVENESS TO STUDENTS**
We increased the number of students studying with us to a level last seen in 2013/14 and improved our student satisfaction score in the 2018 National Students Survey.

**GAINING EXTERNAL ENDORSEMENT OF THE EXCELLENCE OF OUR TEACHING AND LEARNING**
We secured continuance of triple accreditation for our MBA, keeping us in the top 1% globally, and we have excelled in all our professional programme reaccreditations and quality assurance assessments.

**EXTENDING OUR REACH**
We remain the largest university in the UK and one of the largest in Europe in terms of student numbers. We grew online courses provided through the University’s subsidiary company, FutureLearn Limited, to 20.6 million registrations from 8.4 million learners across the world, and we have established and are growing Higher Level Apprenticeships.

**ENHANCING OUR MULTIPLE MEDIA CHANNELS**
Use of our multiple media channels continues to grow. Total downloads from The Open University iTunes U service reached 72 million, video views of Open University content on YouTube reached 50 million, and there were 7.8 million unique visits to the University’s open educational resource website, OpenLearn. We achieved significant recognition for programmes including Blue Planet II, The Prosecutors, and The NHS at 70.

**EXTENDING OUR GLOBAL FOOTPRINT**
We continue to work in partnership with international development agencies to deliver life-changing educational programmes across three continents.

**BUILDING FOR OUR FUTURE**
We commenced an ambitious and far reaching programme of strategic change to enhance our students’ experience and interaction with the University, and to upgrade and improve our student facing support systems and processes.
Student success is central to everything the OU does. Our degree ceremonies are always the highlight of the university year because they let us wholeheartedly celebrate the success of our students.

This year we celebrated with more than 8,000 graduates at 29 ceremonies in 14 locations. Those 8,000 were joined by over 26,000 guests – supportive family and friends who cheered, clapped, whistled and whooped during each event. And we conferred 34 honorary degrees.

OU students are represented by the OU Students Association. Run by students, for students, it ensures that the student voice is heard. The OU Students Association works with the University to ensure that students are involved as partners in shaping their studies. Although OU students learn at a distance, we work to ensure they all have the opportunity to be involved in giving their views on the curriculum or institutional change and development.

STUDENT PROFILES
There is no typical OU student. People of all ages and backgrounds study with us, for all sorts of reasons – to update their skills, get a qualification, boost their career, change direction, prove themselves, or keep mentally active.
- 76% of directly registered OU students work full- or part-time during their studies
- 23% of OU UK undergraduates live in the 25% most deprived areas
- 34% of new OU undergraduates are under 25

We are the largest provider of higher education for people with disabilities:
- 24,709 students with disabilities studied with us in 2017/18

Our open admissions policy helps thousands of people who failed to achieve their potential earlier in life:
- 34% of students had one A level or a lower qualification at entry

STUDENT STORIES
The OU’s students have some remarkable personal stories. For example:

Fatema fled from her home country of Bangladesh to Cyprus at 16 without finishing school. Investing all of her time in daily survival, she never had the opportunity to resume her schooling. Upon hearing about The Open University and its open to all policy, she enrolled on a Social Work course.

John grew up in Cardiff and was unable to read or write. He reached his mid-30s having never read a book, and it was later discovered he has severe dyslexia, ADHD, and Meares-Irlen syndrome. Despite these challenges, John graduated with an OU Science Degree at the age of 46.

Read more student stories here.
RESEARCH

The Open University is distinctive among UK universities in combining a mission to widen access to higher education with research excellence. Research and knowledge exchange is fundamental to The Open University’s founding principle: to be ‘open to people, places, methods and ideas.’

Our research underpins the teaching we deliver. It informs the high-quality free open educational resources we provide to learners worldwide. It feeds into the TV and radio programmes we make with our partner the BBC, which in 2017/18 were watched or listened to 360 million times.

Our Research and Enterprise Plan 2018-23 was approved by the Senate in October 2018. Our immediate objective is to achieve broad-based success in REF2021. We will also be seeking to build on our existing strengths in public and stakeholder engagement across the four nations of the UK, to increase the number and significance of large-scale research and doctoral training partnerships, and to maximise synergies between research, curriculum and teaching.

Alongside research organised in Faculties and carried out in individual disciplines, the University supports a number of inter-disciplinary research themes designed to focus achievement in areas of particular strength and to serve as flagships for our wider research activity.

These are currently:
- Citizenship & Governance
- International Development
- Space Science
- Technology Enhanced Learning (OpenTEL)
- Health and Wellbeing

In the years ahead, we will use the intellectual leadership derived from our research to support even more effectively our primary purpose of creating educational opportunities and increasing social mobility.

FURTHER INFORMATION

More information about the OU’s research portfolio can be found here.
Click here to find more information on research conducted by the different Faculties and Institutes.
The OU also has a YouTube Research channel, which can be viewed here.
The Open University has an astonishing track record of using new and emerging technologies to make higher education available to all people around the world.

**SUPPORTED OPEN LEARNING**
The OU teaches through its own unique method of distance learning, called ‘supported open learning’, which is:

- **Flexible** – students work where and when they choose to fit in with jobs, families and other commitments.
- **All-inclusive** – students get all the high quality materials they need to study.
- **Supportive** – personal tutors provide academic expertise, guidance and feedback and run group tutorials; and specialist advisers are on hand to help with other aspects of OU study.
- **Social** – students get together at tutorials, day schools and informal study groups; and through online conferencing, study networks and course forums.

**INNOVATIVE LEARNING AND TEACHING**
The University’s expertise in learning design and digital capability has a pivotal role to play in increasing student access and success through the continuing development of high-quality and innovative learning and teaching from the OU.

The University’s capabilities extend across a wide range of areas in support of the OU mission. This includes providing sector-leading research and scholarship on widening access and success, innovating pedagogies through the Institute of Educational Technology, validating programmes for partner institutions worldwide, and giving learners access to free OU resources across a range of platforms including OpenLearn.

**COURSE PRODUCTION**
Our modules are developed by multi-disciplinary course teams comprising:

- Academics, educational technologists and media specialists contributing pedagogic and technical expertise.
- Respected academics from other universities working alongside OU colleagues.
- External examiners.

This model has helped to build the University’s reputation for innovation, rigour and quality and has been adopted by distance teaching institutions worldwide.

More information about the OU’s teaching and learning portfolio can be found here.
THE OPEN UNIVERSITY

In 2019 the OU marks its 50th Anniversary. This will be the celebration of the remarkable contribution the University has already made to millions of learners and to society more generally.

The University is seeking to appoint a Vice-Chancellor with exceptional leadership qualities, credibility in an academic environment, and an appreciation of the positive potential of new and emerging learning technologies.

THE VICE-CHANCELLOR WILL:
- Embody and enhance the unique mission and values of the University.
- As Chief Academic and Administrative Officer, lead the academic development of the University in learning, teaching and research such that it achieves the highest standards of excellence as set out in current and future University plans.
- Maintain an excellent relationship with the Council and the Senate, and provide visible and active leadership of the University’s Executive Team.
- Be a strong and credible external advocate, representing and promoting the OU’s interests regionally, nationally and internationally with academic and industry partners and with governments.
- Ensure the University’s finances are robust and sustainable, and act as a catalyst for identifying, securing and diversifying income streams through mutually beneficial collaborations and partnerships.
- Lead on the maintenance and development of technological innovations and trends in learning and teaching, ensuring the OU maintains its competitive edge in this sphere.
- Ensure that the structures, reporting systems, policies and culture are in place to allow the University to achieve the highest standards of legal and regulatory compliance and corporate governance in all areas.
- Champion equality, diversity and inclusiveness, and ensure they remain integral to the University’s strategy, culture and community.

The Open University is a unique institution. A world leader in open and distance learning, it is underpinned by an internationally excellent research base. The University is the biggest in the UK for undergraduate education and provides a highly inclusive and accessible environment for staff and students.
THE PERSON

The areas of knowledge, experience and personal attributes given below are not exhaustive, but highlight some of the most important qualities sought.

PART ONE – KNOWLEDGE, SKILLS AND EXPERIENCE

- Demonstrable leadership, strategic management and operational experience gained at a senior level in large and complex organisations within higher education or in environments that have affinities and synergies with academia.
- The requisite knowledge and empathy to operate credibly within a distinctive, mission driven, collegial and high-impact academic environment, engendering the respect of both internal and external stakeholders.
- An intellectual leader with strategic acumen and problem-solving skills, with the ability to formulate clear decisions that consider the University community’s aspirations and command its support.
- Proven commercial and financial astuteness in managing complex budgets and resources, demonstrating entrepreneurial acumen; a track record of diversifying income streams and a willingness to take calculated risks.
- A track record in directing and managing innovative change and continuous improvement, ensuring excellent organisational performance and outcomes.
- Outstanding ambassadorial and interpersonal skills, with experience of engaging at all levels across a range of diverse stakeholders and partnerships.
- Politically astute, with a sound understanding of and ability to influence UK higher education policies and engage effectively with governments and senior civil servants across all nations – especially on policies specifically affecting the OU.
- A strong appreciation and understanding of the global nature of higher education and evidence of both national and international networks.
- An understanding of blended learning approaches and digital technologies, and an awareness of opportunities offered to digital learners.
- An understanding and awareness of the needs and demographics of OU students and the commitment to ensure an excellent student experience for all.

PART TWO – PERSONAL ATTRIBUTES

- An unwavering commitment to the mission, values and ethos of the OU, underpinned by high personal integrity and a strong commitment to the promotion of equality, diversity and inclusion at all levels throughout the institution.
- An understanding of and commitment to teaching, learning and research and the purposes of higher education.
- First-class communication skills and a collaborative leadership approach, with high levels of self-awareness.
- A proven ability to empower staff and students, and to build diverse and distributed teams across the University.
- Ability to represent the OU across all nations and internationally at all levels with the key constituents of the University and its partner networks.
- Ability to build motivation, trust and respect throughout the OU community – staff, trade unions, students, and alumni across the faculties, the professional services and nations.
- Ability to build consensus and a sense of shared purpose and direction of travel within a geographically dispersed/virtual organisation.
- Demonstrable creativity and a commitment to future-proofing the institution in an ever-changing environment.
HOW TO APPLY

The Open University has engaged the services of Odgers Berndtson, to whom applications should be sent at your earliest convenience and in any event by no later than Monday 18 February 2019.

The final interview process with The Open University will take place on 25 and 26 April 2019.

HOW TO APPLY

In order to apply, please submit a comprehensive curriculum vitae along with a covering letter, setting out your interest in the role and details of how you match the required criteria. Please include in a separate document the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at www.odgers.com/68117.

If you are unable to apply online please email your application to 68117@odgers.com.

All applications will receive an automated response.

If you prefer to send your application by post, it should be addressed to:

Donna-Maria Miles, Odgers Berndtson, 20 Cannon Street, London EC4M 6XD.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist The Open University in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring forms will not be used as part of the selection process and will be treated as strictly confidential.

PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone’s information or details (e.g. referees) who have not previously agreed to their inclusion.

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact donna-maria.miles@odgersberndtson.com.

QUERIES

For a confidential conversation about this opportunity, please contact:

Ellie Beveridge: +44 (0)20 7529 1054
Richard Heeks: +44 (0)20 7529 1040
Fatima Koumbarji: +44 (0)20 7529 6360

RECRUITMENT TIMETABLE

Closing date: 18 February 2019
Longlist meeting: 4 March 2019
Odgers Berndtson Interviews: w/c 18 & 25 March 2019
Shortlist meeting: 9 April 2019
Final Panel Interviews: 25 and 26 April 2019

Please diarise these dates accordingly.

Candidate Brief Vice-Chancellor The Open University