



Where do the heads of  
our Professional Services  
come from?

And what do they actually  
do?

Dave Hall  
Registrar and  
Chief Operating Officer





# Association of Heads of University Administrations (AHUA)

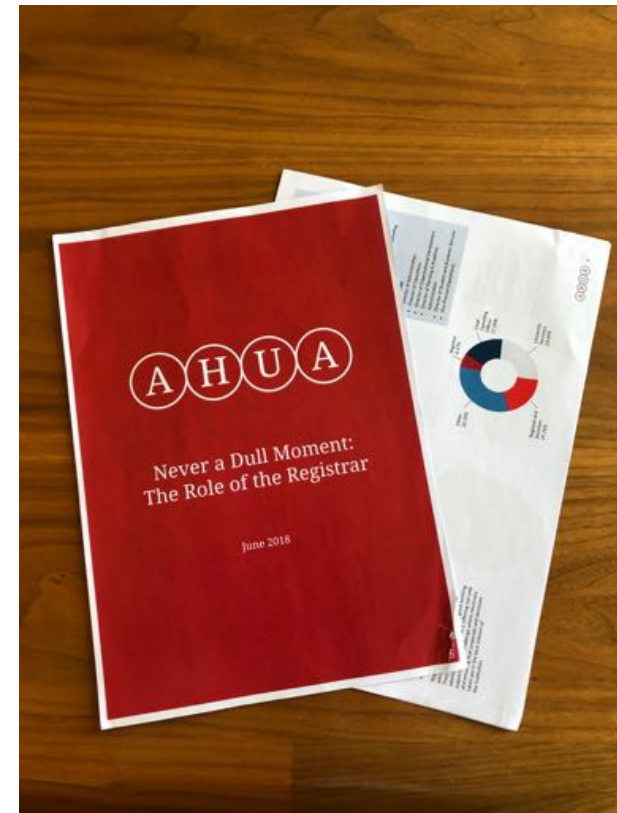
1

“The Association of Heads of University Administration (AHUA) is the representative body for senior University managers in the United Kingdom and Ireland.

The AHUA has 190 members from 140 institutions and is managed by an elected Executive Committee.

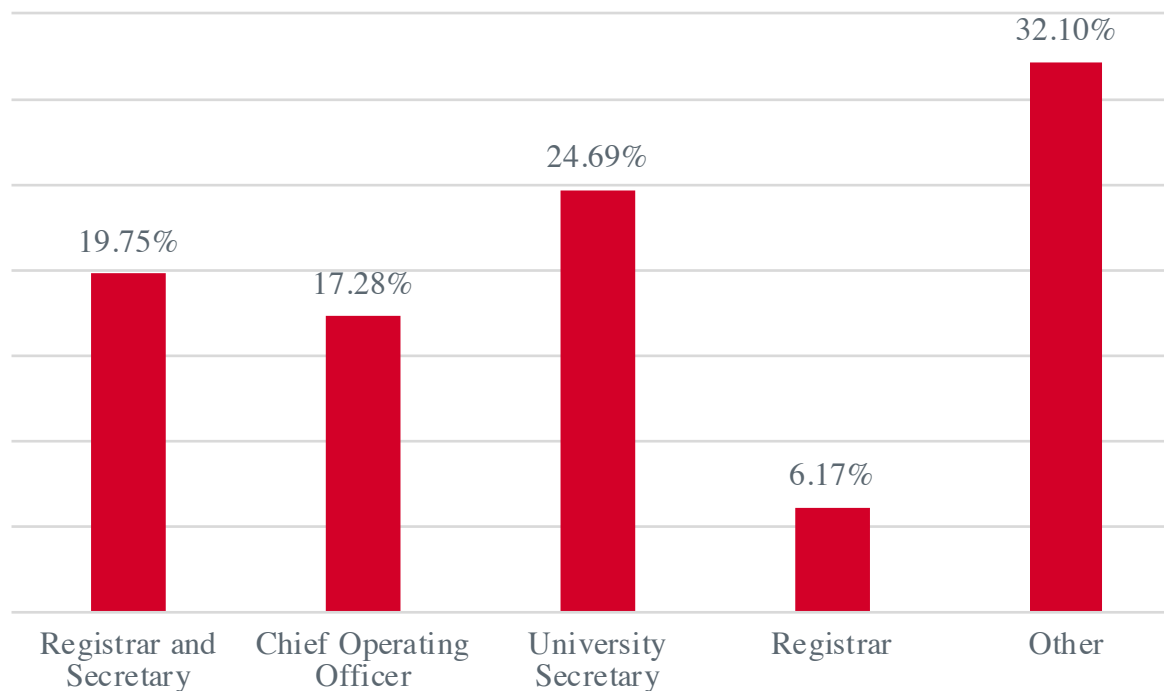
The AHUA aims to represent the collective views of members on key issues and policies to the higher education (HE) sector, government and other stakeholders.

It also brings together members to exchange information, share knowledge and experience, and to develop colleagues who aim to fill senior roles in HE administration.”



UNIVERSITY OF  
LEICESTER

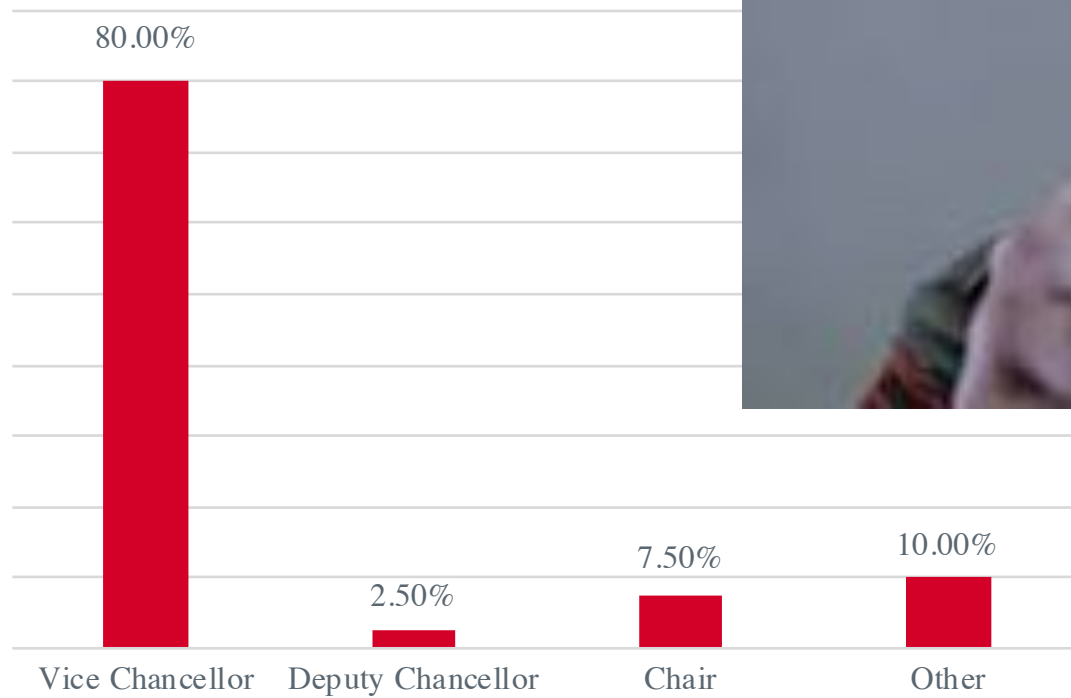
# What's a “head of professional service” in the UK?



## Rest of the World

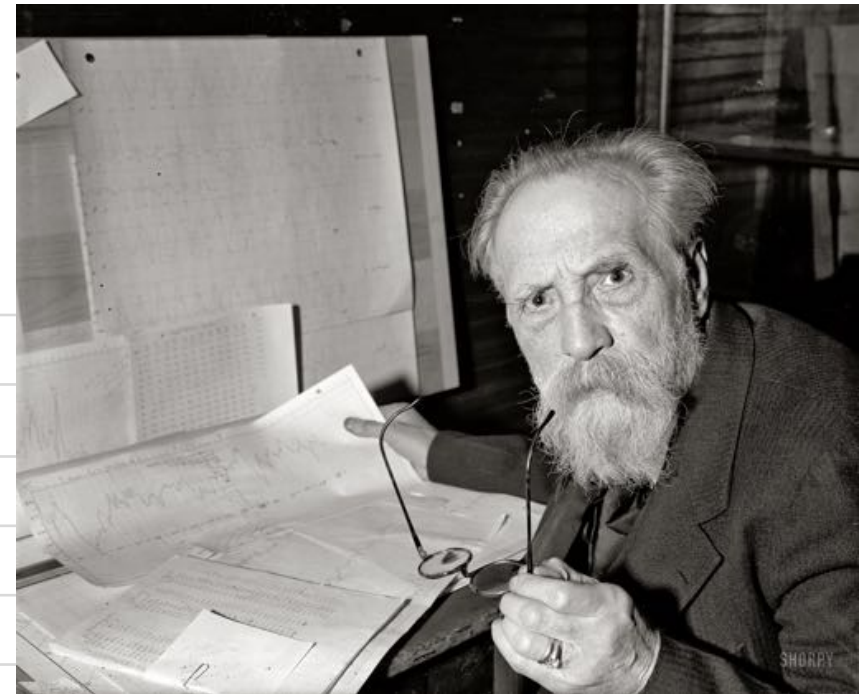
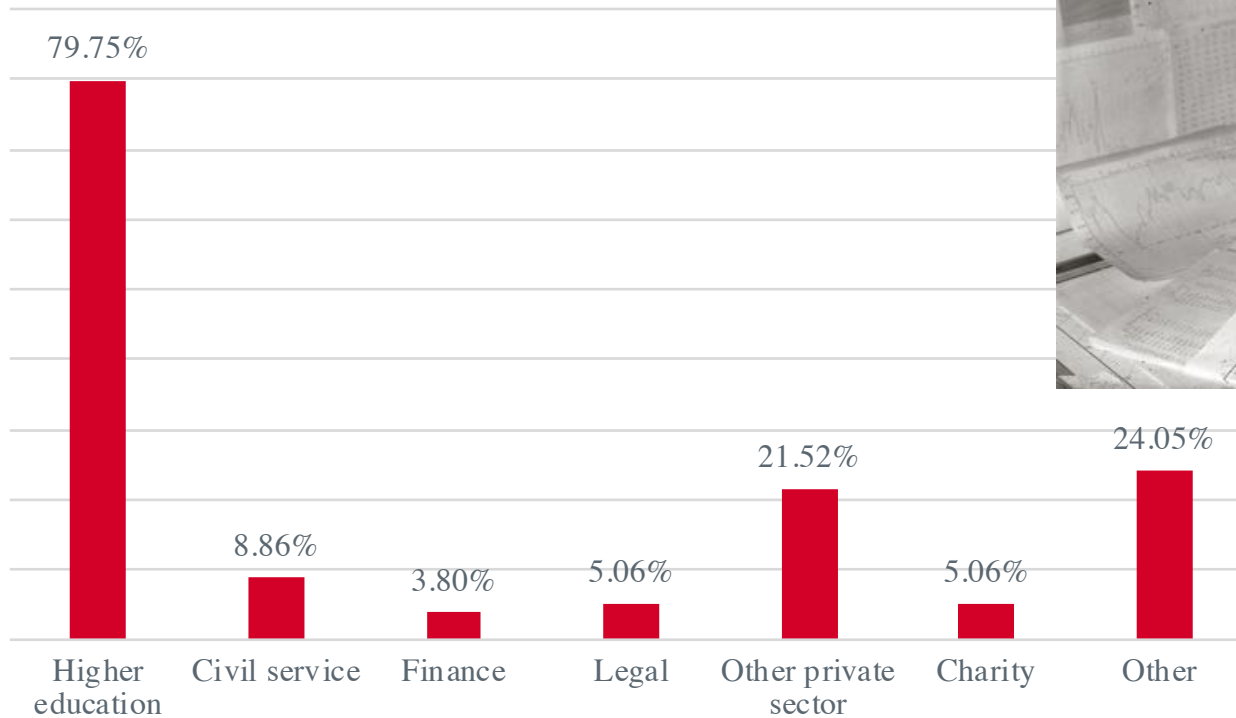
- Chief Business Officer (USA)
- Chief Operating Officer (AU)
- Vice Principal – Operations (AU)
- Head of University Services (AU)
- Secretary of the University (NL)
- Quaestor and Factor (SCT)
- Registrar & Chief Administrative Officer (DXB)

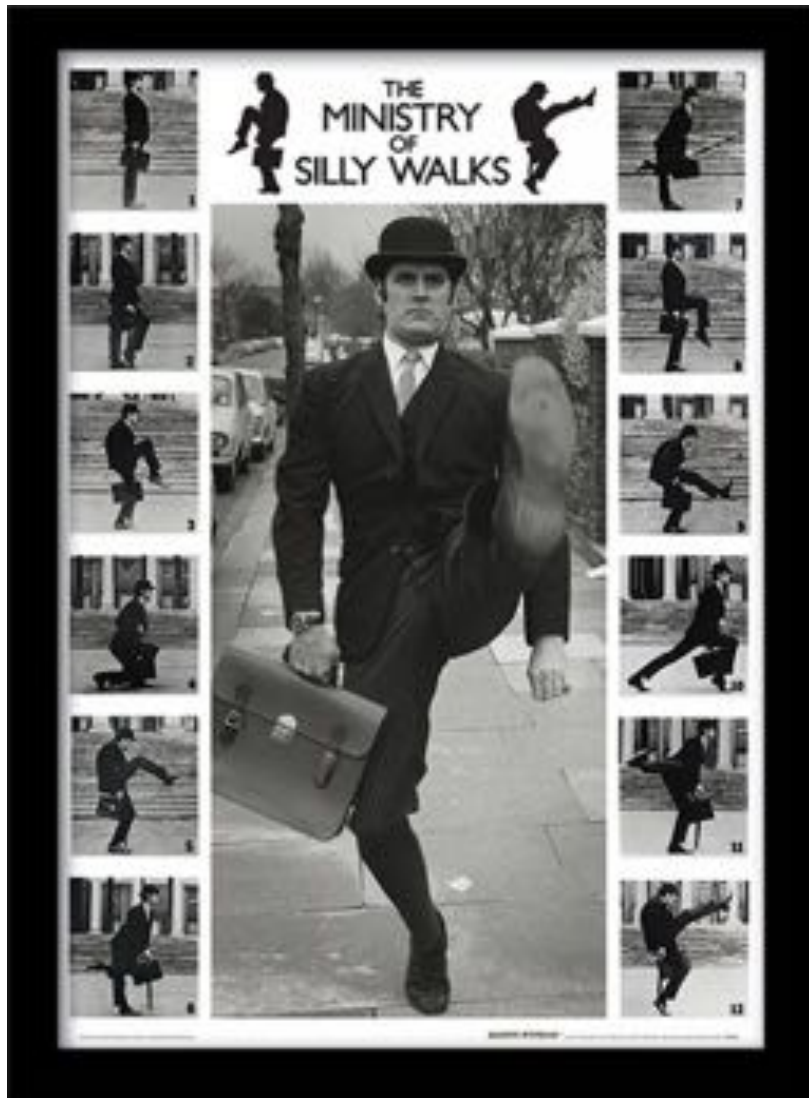
# Who tells them what to do?





# Background?

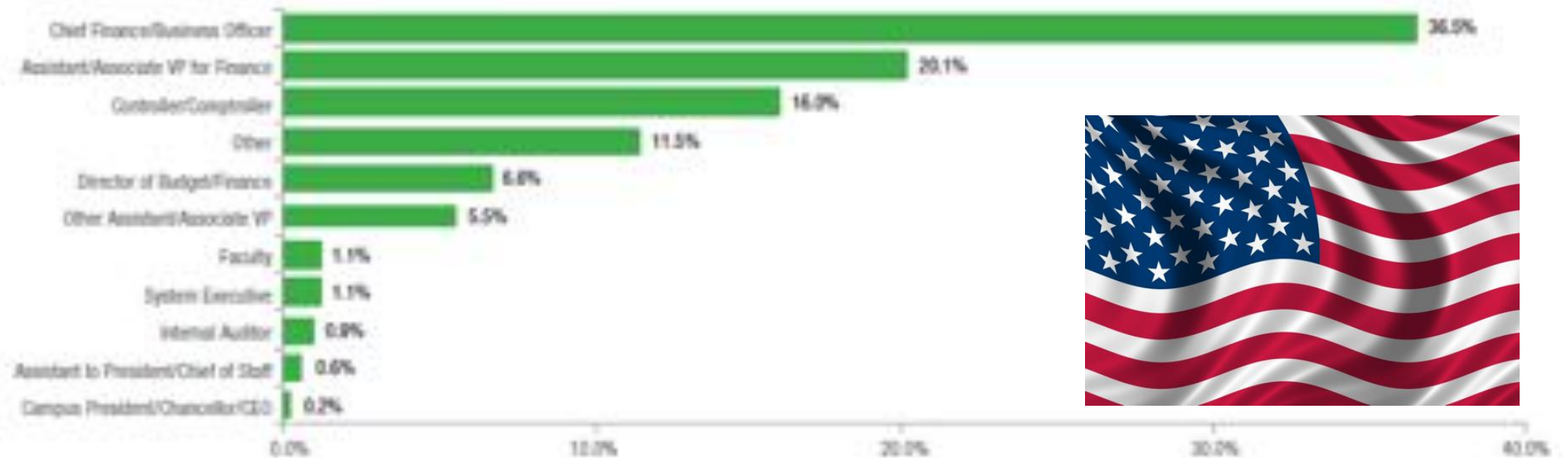




## Why Civil Servants?

- Transferable skills
- New experience
- Value-led organisations
- “Intellectual” environment
- Similar culture
- Wider role universities playing
  - Taking local government space
- Greater scope to operate, make a difference
- VC greater authority than a senior civil servant

## Immediate Past Position of Higher Education Chief Business Officers in 2016



Source: NACUBO 2016 National Profile of Higher Education Chief Business Officers. Data include only CEOs who worked in higher education prior to assuming current positions.



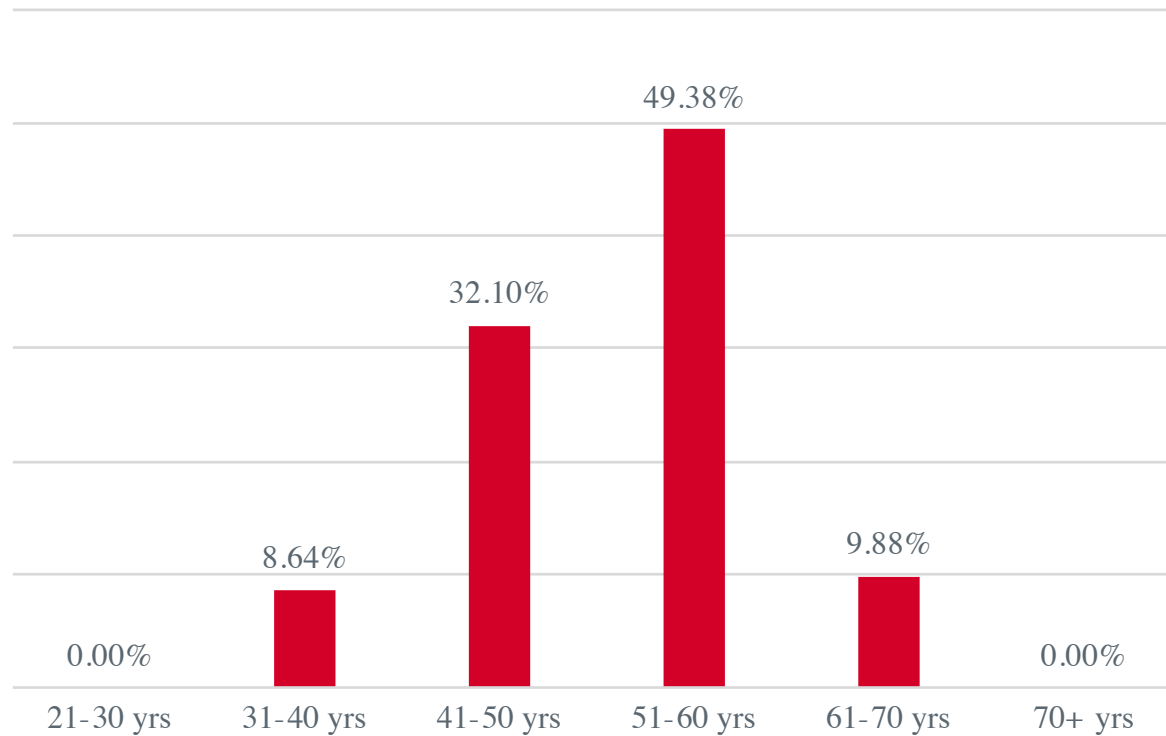
Previous Industries of Employment for Higher Education Chief Business Officers with Immediate Past Position Outside Postsecondary Education

|   | Public Two-Year | Public Four-Year | Private Nonprofit | All   |
|---|-----------------|------------------|-------------------|-------|
| Military  | 2.1%            | 4.0%             | 1.0%              | 1.7%  |
| Nonprofit Executive (e.g., Foundation/Museum/Association) | 2.1%            | 0.0%             | 15.5%             | 9.6%  |
| Business/Industry Executive                               | 27.7%           | 28.0%            | 43.7%             | 37.3% |
| Government Agency Personnel or Elected Official           | 17.0%           | 44.0%            | 1.9%              | 11.9% |
| Consulting Firm   | 6.4%            | 0.0%             | 3.9%              | 4.0%  |
| Legal, Medical, Other Professional                        | 0.0%            | 0.0%             | 2.9%              | 1.7%  |
| Accounting Firm   | 12.8%           | 0.0%             | 11.7%             | 10.2% |
| Other (specify)   | 19.1%           | 16.0%            | 14.6%             | 16.4% |
| K-12 Education  | 12.8%           | 8.0%             | 4.9%              | 7.3%  |

Source: AACSB's 2016 National Profile of Higher Education Chief Business Officers



# How Old?



Average Age of Higher Education  
Chief Business Officers by  
Various Demographic Categories

**Gender**

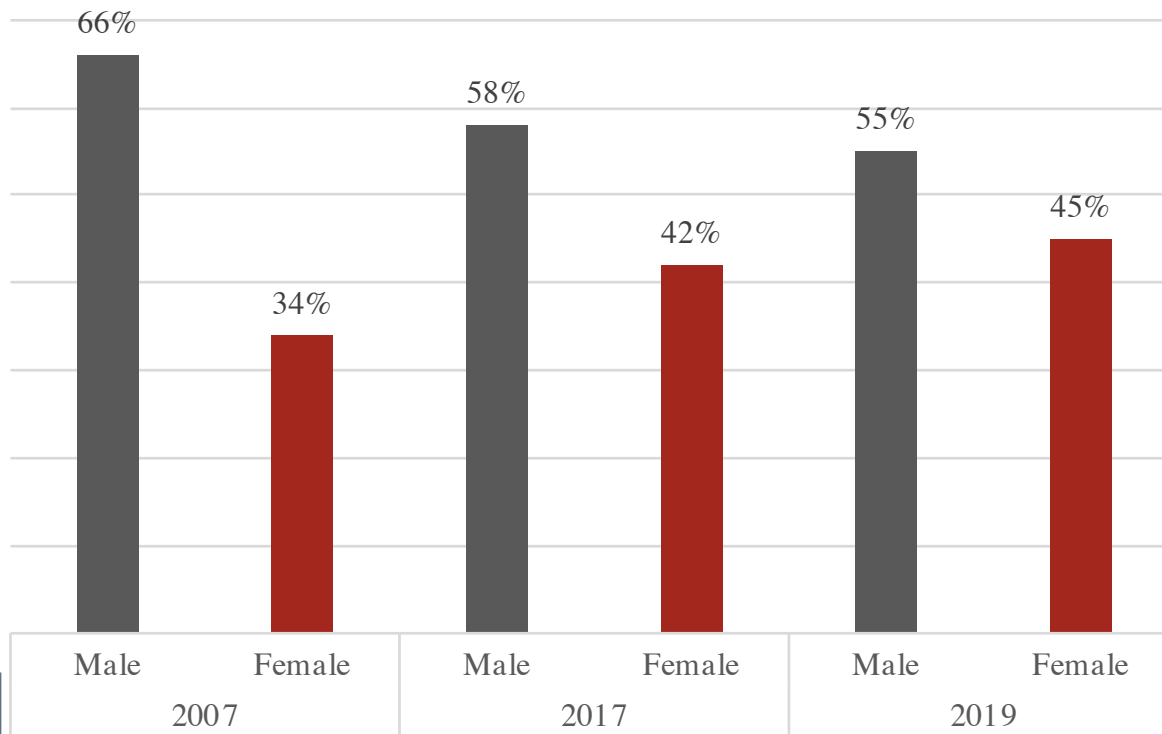
Male 56.8

Female 54.6

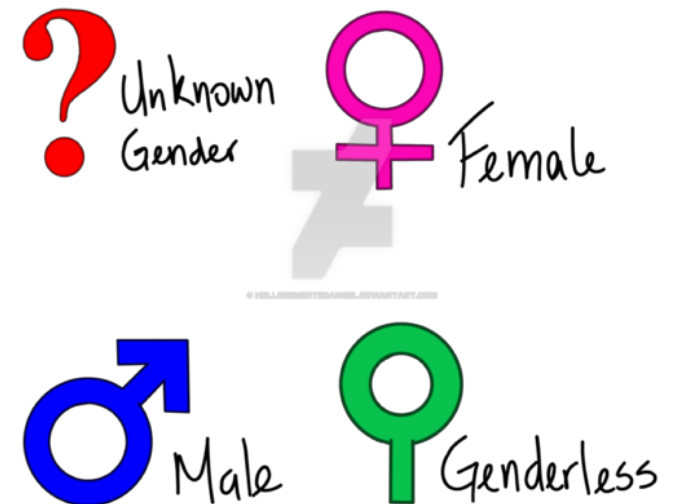


Source: NACUBO National Profile of Higher  
Education Chief Business Officers

# Gender



## Gender Symbols



# Ethnicity

## AHUA Membership 2019

White 99% (140)

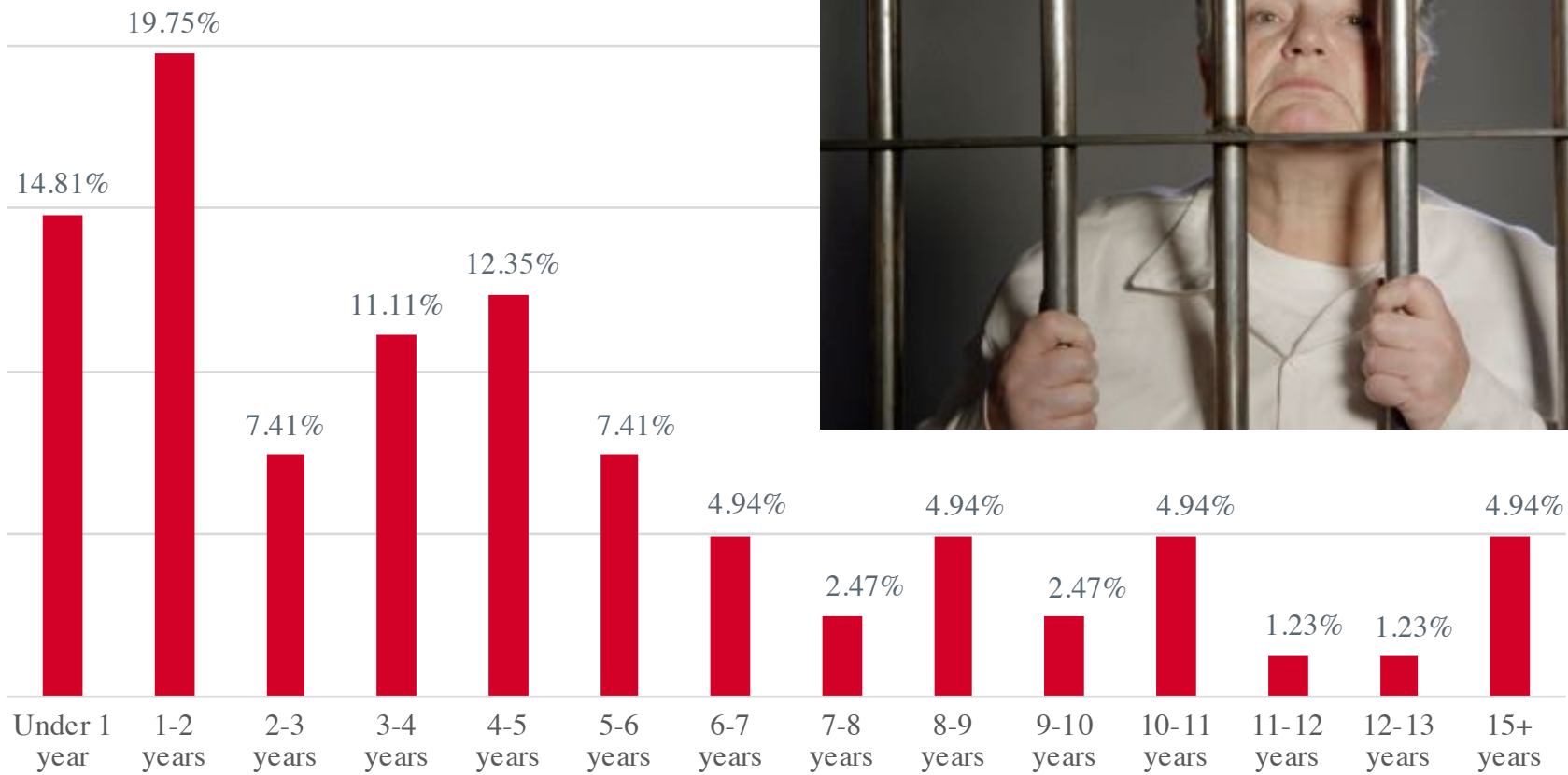
BAME 1% (2)

Distribution of Higher Education Chief Business Officers by Race and Ethnicity in 2010, 2013, and 2016

|                                | 2016  | 2013  | 2010           |
|--------------------------------|-------|-------|----------------|
| White, non-Hispanic            | 87.2% | 85.8% | 90.0%          |
| Black                          | 5.5   | 4.4   | 5.0            |
| Hispanic and/or Latino         | 0.4   | 2.3   | Less than 0.1% |
| Asian/Pacific Islander         | 2.4   | 1.9   | 3.0            |
| American Indian/Alaskan Native | 0.3   | 1.0   | Less than 0.1% |
| Other                          | 0.6   | 0.5   | 2.0            |
| Two or More Races              | 2.0   | 0.6   | Less than 0.1% |
| Race Unknown                   | 1.7   | 3.4   | Less than 0.1% |

Source: NACUBO National Profile of Higher Education Chief Business Officers

# Time Served?

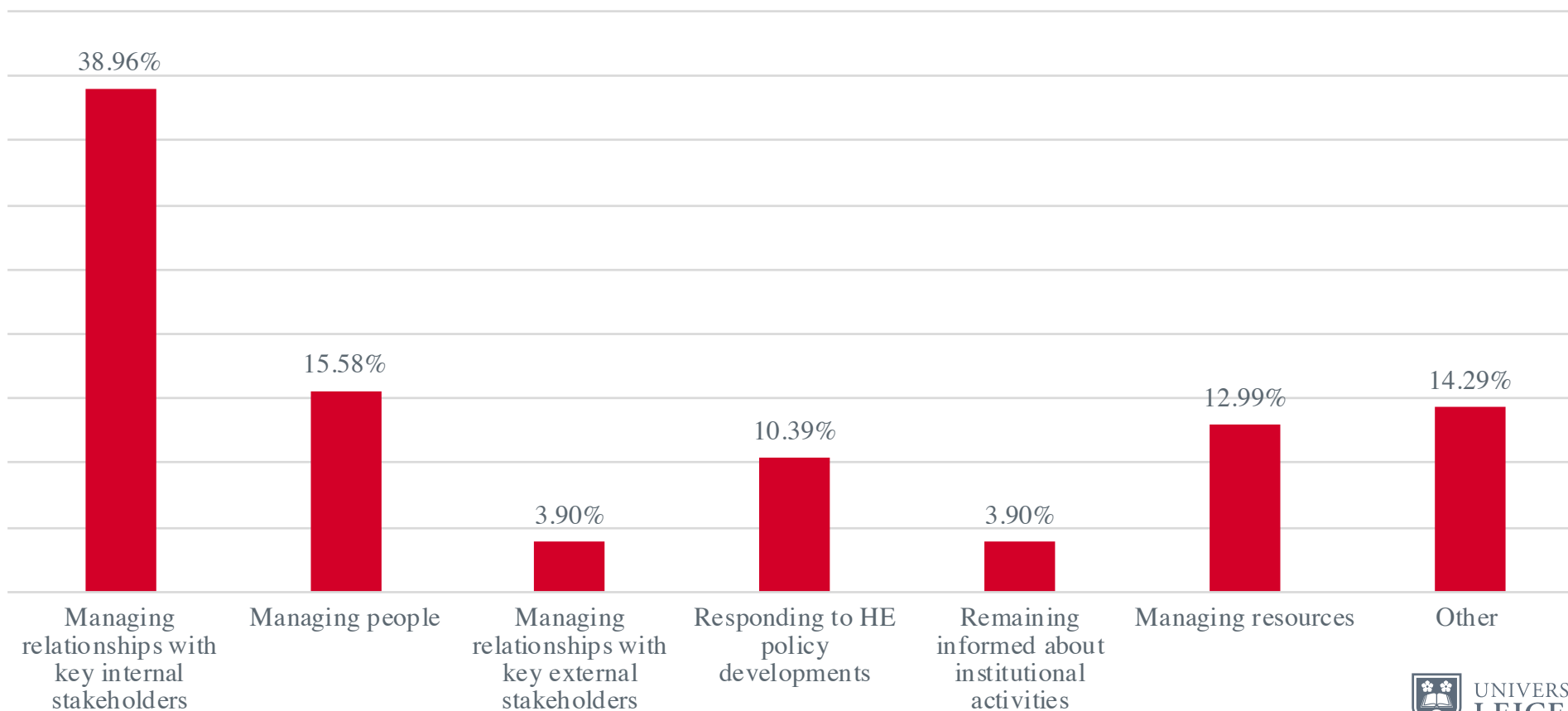


Alumni International Learning and Teaching Estates and Facilities  
IT Services and Systems Library Faculty/College Administration Finance  
Performance Measurement Admissions Human Resources Other  
Data Protection and Freedom of Information Procurement  
Academic Administration **Governance** Legal Services  
Health and Safety Risk Quality Student Services Research  
Sustainability Institutional Strategy and Planning Corporate Affairs  
Student Recruitment Organisational Change Marketing and Communications  
Community and Business Engagement Commercial Services





# What is the most challenging part of your job?



# The Skills



- Resilience



- Leadership



- Political acumen



- People Skills



- Supported by a skilled team

# What does the vice-chancellor want?

- Trust and confidence



- Experience



- Judgement



- Style



# What does the chair of the governing body want?



- Positive tension



- Knowledge of governance



- Honesty