



Goodenough
College

Brief for the appointment of

President and Chair of the Board of Trustees

ODGERS 



Contents

- 03 Introduction
- 04 Goodenough College
- 05 Governance
- 05 Fellowship
- 06 Royal Patron
- 07 The role
- 09 Selection criteria
- 10 Time commitment
- 10 Term of office
- 11 Application process

Introduction

The President of Goodenough College and Chair of the Board of Trustees will lead the Board at a time of significant challenge and opportunity, and as the College responds to changing political, economic, social and technological conditions impacting global higher education. In the next President, we seek a non-executive leader who, as an effective champion for the College, can provide meaningful support in reaching our goals. The President will be committed to Goodenough's ethos and values, as an international collegiate community of scholars and a force for good in the world.

As Chair of the Board you will help shape and guide discussions about the development of the College's strategic objectives. You will provide effective leadership and direction to the Board, enabling board members to contribute their full potential, harnessing their talents and encouraging robust inclusive discussion, and collective corporate decision making. You will empower the Board to excel in its strategic role and will work closely with the Director to ensure that decisions are acted upon, and that the College is led and managed effectively and efficiently.



Goodenough College

Goodenough College is a charity and residential community of international postgraduate students in Bloomsbury, London, where the brightest minds are encouraged to take part in a stimulating programme of cultural, social and academic activities and to share their talents, knowledge, and experience.

For more than 90 years, Goodenough College has offered talented postgraduates from all over the world a supportive community in which to live, study and access outstanding opportunities. Since its inception, Goodenough College has given its Members the chance to make global connections while learning, to share cultural and social experiences and to benefit from the strength found in mutual support. Our legacy is seen in the impact our Alumni have had, and continue to have, in communities and countries across the globe.



The College's London estate is currently valued at c. £400m and comprises a mix of early 1930s buildings (designed by the renowned inter-war architect Herbert Baker), a group of 1950s buildings (built by public subscription) and two part-terraces of Georgian houses, centred around London's historic Mecklenburgh Square Gardens (for which the College owns the freehold). The main accommodation buildings offer some 600 single, double and family accommodation units, complemented by beautiful communal areas, including an historic Great Hall, two libraries, several common rooms, music and art rooms, a chapel, a vibrant all-day café and attractive outdoor green spaces.

To generate revenue to support the College's charitable objectives, Goodenough operates

a 4* 65-bed commercial hotel (The Goodenough Hotel London); runs an Events & Venue Hire operation; and owns a small number of investment properties in the area, currently let commercially.

The College also owns an estate in the eastern Scottish Highlands, The Burn, with its land and surrounding properties. Situated on the banks of the North Esk river, at an entry to one of Scotland's most spectacular glens, the main house accommodates around 45 guests. It is used for study retreats and holidays, and by reading groups from Scottish universities during term time. The estate also includes a group of cottages, some leased to local families and others used as holiday lets.

Governance

The College is governed by a Board of Trustees which provides strategic oversight, governance and accountability for the College's activities.

For further information on the College's governance and accounts, please visit: www.goodenough.ac.uk/about-us/governance-and-accounts

Fellowship

The Board of Trustees' support to the College is complemented by the Fellows, distinguished individuals in their fields of expertise, who contribute to the College's enrichment programme and act as the College's proponents and partners in a range of activities.



Royal Patron

In May 2024, we were delighted to be informed that His Majesty King Charles III had accepted the role of Patron of Goodenough College. The late Queen Elizabeth II was the College's Patron from 1953 to 2022.

The Queen's long association with Goodenough College began in March 1950 when, as the 23-year-old Princess Elizabeth, she spoke at the launch of the Lord Mayor's Thanksgiving Fund appeal which raised funds for the expansion of the College. In 1953, The Queen agreed to be London House's Patron and, in November 1957, she made her first official visit to Mecklenburgh Square.

The role

President of the College and Chair of the Board of Trustees (“the President”).

Under the College’s Articles of Association, the President chairs the Board (which is the governing body of the College) and presides over the Fellowship.

In particular, the President:

- Leads the Board to review and set the College’s strategy (mission, vision, long-term priorities) and ensure delivery through effective oversight and governance.
- Via the Board hold executive leadership to account – including acting as the Board’s lead for the performance management and support of the College Director, ensuring strong organisational leadership, culture, and capability.
- Provides direction, coaching and advice to the College Director through regular one-to-one meetings.
- Is visible to and supportive of College members, e.g. through attending major internal College events.
- Leads the Fellowship, including by hosting the College Fellows on Founders Day each year.

- Acts as a senior ambassador for the College, protecting and enhancing its reputation, relationships and long-term sustainability, including by co-hosting with the College Director significant events with external guests such as the College Faculty Dinners.

Key Relationships

- Trustees and members of the Board.
- Members and residents of the College.
- College Director (lead executive) and the executive team (including Director of Finance & Resources, Dean, Registrar, Director of Estates, Director of Philanthropy and Alumni Relations, and others).
- Fellows and the wider College Fellowship.
- Alumni, donors, and partners.
- External Stakeholders such as college supporters, the London Higher Education Community and Governmental partners.



Key Responsibilities

BOARD LEADERSHIP AND EFFECTIVENESS

- Provide visible, values-led leadership to the Board, ensuring trustees work effectively as a team and focus on what matters most.
- Set Board agendas with the Director and Company Secretary/Clerk (as applicable), ensuring the right balance of strategy, performance, risk, people and culture.
- Ensure high standards of governance, trustee engagement, and robust decision-making, including clear delegation and accountability.
- Lead Board evaluation and trustee development; promote an inclusive culture aligned to the College's commitment to respectful, open community where challenge and constructive debate are encouraged.

STRATEGY AND PERFORMANCE OVERSIGHT

- Lead the Board in reviewing, shaping and agreeing strategy, ensuring alignment to the College's mission and vision and the charitable objects.
- Ensuring the long term financial security of the College
- Ensure the College has clear strategic priorities, measurable goals and credible plans, and that progress is monitored throughout the years.
- Encourage thoughtful long-term stewardship: estate, member experience, affordability, community impact, and financial resilience.

PEOPLE LEADERSHIP: MANAGING AND SUPPORTING THE DIRECTOR AND EXECUTIVE LEADERSHIP

- Act as the Board's principal point of contact for the College Director, providing support, counsel and constructive challenge.
- Lead the Director's appointment (when required), objectives-setting, annual appraisal and remuneration recommendation process (in line with Board arrangements/committee structure).
- Ensure effective executive succession planning and organisational capability-building (including leadership development and culture).
- Maintain appropriate boundaries: support executives without unnecessarily stepping into day-to-day operational management.

GOVERNANCE, RISK AND FIDUCIARY STEWARDSHIP

- Ensure the Board fulfils its legal and fiduciary duties as trustees of a charity and charitable company.
- Oversee effective risk management, internal control and compliance; ensure the Board receives high-quality information to discharge its responsibilities.
- Support strong financial stewardship, including oversight of major income streams (member rents, commercial income including the College hotel/ short stays/events and venue hire, and other income) and long-term planning.
- Ensure the Board maintains focus on safeguarding, wellbeing and the member experience appropriate to a residential community.

REPRESENTATION, RELATIONSHIPS AND PHILANTHROPY

- Act as a senior representative of the College, helping to build confidence among members, alumni, donors, partners and the wider community.
- Support fundraising and partnership-building, including working with the Director and the philanthropy function as appropriate.
- Champion the College's values and reputation, including commitment to inclusion and respect.

WHAT WILL SUCCESS LOOK LIKE IN 24 MONTHS' TIME?

- The Board has completed a high-quality strategy review and agreed a clear set of priorities and measures.
- The President and Director relationship is strong: supportive, candid, with well-established boundaries and performance-focused.
- Governance is effective with engaged constructively challenging and supportive board trustees, relying on good information flow and functioning committee structure.
- The College has demonstrably strengthened long-term sustainability (financial, estate, experience, reputation and community impact).

Selection criteria

Experience and Skills

- Proven strategic leadership at Board or Executive level, with a track record of leading strategy reviews, strategic choices, and organisational performance oversight.
- Senior people-leadership capability, including experience of managing, appraising and supporting a CEO/Executive Director (or equivalent senior leader) and working effectively with executive teams.
- Strong governance judgement: ability to chair meetings well, draw out contributions, enable constructive challenge, and drive decisions and follow-through.
- High integrity, discretion and sound judgement; commitment to Goodenough College's charitable purpose and values.
- Confidence engaging senior stakeholders and acting as an ambassador.
- Strong financial literacy and experience overseeing budgets, investment/asset stewardship or major capital/estate programmes.
- Ideally experience in one or more relevant domains: higher education, student accommodation, hospitality, property/estates, membership communities, or complex service organisations.
- Record in philanthropy, partnership development or alumni engagement.

Personal Attributes

- Collegiate, inclusive leadership style aligned with the College's ethos of tolerance, respect and understanding.
- Calm authority, good listener, and effective "critical friend" to the Director and Board.
- Willingness to be hands-on where needed – without unnecessarily straying into day-to-day operational management.



Time commitment

The Board holds four meetings per year. Schedules for meetings are published well in advance and in consultation with the President and committee chairs. The President will play an active role in the life of the College, and there is a significant expectation that they will participate in various key events throughout the academic year, including dinners and other gatherings that sustain the social, pastoral and intellectual life of the College. The President will also have regular time with the Director, meeting in person and online as required.

Term of office

The President and Chair of the Board of Trustees will be appointed for a term of three years, that may be renewable twice, subject to the College's Articles.

This is an unremunerated voluntary trustee role, although the President along with trustees may claim reasonable expenses.



Appointment process

Goodenough College has engaged the services of Odgers to assist with the appointment process of the President. The closing date for applications is **Friday 15th May 2026**.

Successful candidates will be invited for preliminary meetings with Odgers in **May**. At the conclusion of this stage, the Nominations Committee will meet to agree the short list of candidates and a panel led by the senior independent trustee will conduct final interviews in **June 2026**.

To apply, please submit a curriculum vitae along with a covering letter briefly setting out your interest in the role of President and your assessment of how you match the required selection criteria.

The preferred method of application is via the Odgers website at: www.odgers.com/95749.

If you are unable to apply via the Odgers online portal, please email your application to: 95749@odgers.com.

All applications will receive an automated response.

Candidates are requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the College in monitoring selection decisions to assess whether equality of opportunity is being achieved. Information collated from equal opportunities monitoring will not be used as part of the selection process and will be treated as strictly confidential.

All shortlisted candidates will be required to complete a Register of Interest form and a Fit and Proper Declaration. The appointment of the President will be subject to due diligence including references.

For a conversation in confidence please contact:

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