



BIOGRAPHY:  
PROFESSOR DAVID GREEN CBE  
UNIVERSITY OF WORCESTER  
VICE CHANCELLOR & CHIEF EXECUTIVE

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## OVERVIEW

*Professor David Green CBE,  
Vice Chancellor and Chief  
Executive, University of Worcester.*

Professor David Green CBE, Vice Chancellor and Chief Executive at the University of Worcester since January 2003, has been driven by a profound sense of fairness, championing rights and opportunities for students and campaigning for academic freedom.

As a young lecturer, following time working for SHELTER and in both welfare rights and economic development, he spent 20 years as a volunteer with the Hackney Council for Racial Equality, which gave him a sharp understanding of inequality of opportunity, and the difference that inspiring people into education can make.

This has shaped his work at Worcester, where he has transformed a small University College into a thriving engine of opportunity, with a genuinely global reputation for inclusion and innovation.

He learned early of the need to engage and work with others in order to effect change. Teamwork and partnership have been key threads of his success at Worcester.

A Cambridge University-educated economist, it has been Professor Green's careful financial management, foresight, creativity and innovative leadership which has given the University the sustainability and ambition to grow and develop. But it has, arguably, been his enduring and deep-seated commitment to inclusion and educational excellence, which has had the biggest impact.

PROFESSOR GREEN HAS TRANSFORMED A SMALL UNIVERSITY COLLEGE INTO A THRIVING ENGINE OF OPPORTUNITY, WITH A GENUINELY GLOBAL REPUTATION FOR INCLUSION AND INNOVATION.



# TIMELINE

Key achievements during Professor Green's tenure at the University of Worcester.

First of 4 imaginative strategic plans authored, adopted and published, featuring extensive consultation with staff, community and partner organisations.

University Title conferred by HM Privy Council at the first attempt.

The first £1m annual surplus is earned in the University's history.

University of Worcester Primary and Secondary teacher training both judged 'Outstanding' in OFSTED inspection.

The University earns Research Degree Awarding Powers at the first attempt and becomes one of just three universities nationally assessed to be one of the best 75 places to work in the entire UK public sector.

HM The Queen opens The Hive, the UK's first University and Public Library, which goes on to win 28 awards including best large UK Library (2016 Society of College, University and National Librarians); and best university contribution to the community (Guardian 2013).

Research Fortnight assesses Worcester to be the most improved UK University for Research Power in REF 2014. The improved REF score leads to the tripling of Quality Research related income.

Worcester shortlisted for the Times Higher Education's University of the Year.

Top rankings earned, include top 25% of UK universities for students' satisfaction (NSS 2018), top university in the UK for gender pay equality (UK Statistics 2018), top 10 performance in postgraduate taught experience survey (Advance HE 2018), top 10 of UK universities to best reflect society (HEPI 2018).

University of Worcester Art House Opens. Partnership with the International Paralympic Committee Academy launched.

2003

2004



Amongst the first UK universities to introduce specialist mental health counselling and go on to lead UK universities for early intervention for suicide prevention.

2006

Inspirational teaching programme adopted, leading to future successes, including earning OFSTED outstanding for Primary and Secondary Education in 2010.

2008/9



Seven new buildings are opened, including the City Campus, a major refurbishment of the listed former Worcester Royal Infirmary, plus new inclusive halls of residence and science laboratories.

2010

2011

Opening of the Riverside building, the first on the new Severn Campus.

2012

2013

Opening of the University of Worcester Arena, the UK's first indoor sports arena purpose designed to include the wheelchair athlete, by Sir Philip Craven, President of the International Paralympic Committee.

2014

2015



Worcester is named the second greenest university in the UK, according to People and Planet's annual assessment having been in the top 10 every year since 2007.

2016

2017

Ranked in the top 10 of UK universities for long-term graduate employment over 1, 3 and 5 years (Longitudinal Employment Outcomes 2017).

Long campaign led by Professor Green to end restriction on nurse training places nationally successful at last. Work to create a University of Worcester Medical School launched.

2018

## STRATEGIC VISION

*An imaginative strategic thinker, Professor Green's vision and highly effective leadership, has helped to transform the City of Worcester as well as the University, providing regeneration, jobs and opportunities. Derelict spaces and buildings have been converted into vibrant centres of learning, open to all.*

It was Professor Green's foresight and values which brought about the creation of the University of Worcester Arena, Britain's first major indoor sports arena specifically designed for wheelchair athletes, and The Hive, the first completely integrated university and public library in Europe. Both have been nationally and internationally recognised as shining examples of the outstanding public benefit that an imaginative university can bring to society

Other developments have included the creation of the largest stock of high quality accessible bedrooms at a UK university, each of which has a full wheelchair turning circle; sensitive refurbishment of the former Worcester Royal Infirmary; new science laboratories; outstanding new art facilities; and a brilliantly used student advice, guidance and study centre.

In 2012 the conversion of a former car dealership into excellent teaching facilities won the Best Retro-fit building in Britain award. Inclusion has become integral to the University's DNA so that when a moot suite (simulated court and jury rooms) was created in 2017, for the University's new Law School, it was the first purpose-designed to be accessible for wheelchair users.

Councillor Simon Geraghty, Leader of Worcestershire County Council, said: "Old and redundant buildings have been brought back into use, in particular the regeneration of several areas of the city centre, including the transformation of the derelict former hospital site into a modern educational facility and medical museum, open to all."

Councillor Adrian Gregson, when Leader of Worcester City Council, added:

"The development of the University under David's leadership has had a profound effect on the city landscape. The growth in name and reputation of the University mean that Worcester as a place is on the regional, national and international stage and this has enormous benefits for the entire city's economy."

Recognising the strategic importance of the University's place within its local community and beyond, Professor Green has paved the way for highly effective partnerships with external organisations, public bodies and residents, to positively benefit the Institution.

This ability to connect with others and to effect great, beneficial change saw him become the only person to have been awarded both Pride of Worcestershire (2006) and Worcestershire Ambassador of the Year (2015).



**ABOVE** *The Hive was opened by HM The Queen in 2012 and is now in the top 10 of UK libraries for numbers of visitors, according to the Chartered Institute of Public Finance and Accountancy, CIPFA*



**BELOW** *The Hive the first completely integrated university and public library in Europe, and has transformed the role of a modern library*



**LEFT** *In 2017 the University launched an innovative new Law degree with a focus on employability, working closely with local Law firms in the City*



**ABOVE** *A sensitive refurbishment of the derelict Grade II Listed former Worcester Royal Infirmary saw the creation of the University's City Campus*



*City Campus Today*



2009



2009



*The Hive Library Today*

## Then & Now

The University's approach has helped to transform the city of Worcester, providing positive urban regeneration, jobs and opportunities, with the promise of more to come.



*The Arena Today*



2010



*The Art House Today*

2019



The development of the University has had a profound effect on the city of Worcester.

## FINANCIAL ACUMEN

*Professor Green's leadership has led to Worcester becoming Britain's fastest growing university. Revenues increased by 500% during his first 15 years, from £19m in 2003 to almost £100m a year in 2018. The University has returned a surplus of at least £1m a year every year from 2006/7 onwards, averaging over 6% annually. This has been a transformation from 2003 when the then College had a forecast deficit, slender income, and tiny reserves.*

Professor Green has a shrewd intelligence when it comes to the economic and political landscape. This has served the University well. Thanks to this astute ability, combined with dynamic strategic management, Worcester was the only university in the West Midlands to avoid an institutional redundancy programme in the 2008/9 recession and long period of austerity and stagnation that followed.

Professor Green's ability to persuade and influence, combined with commercial acumen has helped to save the University millions of pounds in land acquisitions and development contracts, allowing the University to expand and provide much-needed new facilities, when others were faltering. For example, the land on which the University Arena now stands was first offered to the University at £7.5m in 2004. The University purchased it for £1.25m in 2009.

Major charitable and government grants were competed for and won in the development of the City Campus, The Hive and Arena. The key to these hard-won successes was Professor Green's strategic ability to show funders how the University could meet their varying agendas of economic growth, educational inclusion and urban re-development imaginatively, effectively and sustainably, whilst staying true to the University's fundamental purposes – particularly student education and success.

Professor Green began work on creating the country's first University and Public Library in January 2003. The University's success in raising grant funding was such that it paid less than 15% of the capital costs of construction for this world-class facility. This translates into an annual saving of £2m a year. Moreover, its highly efficient shared service saves the University, and County Council alike, hundreds of thousands of pounds each year.

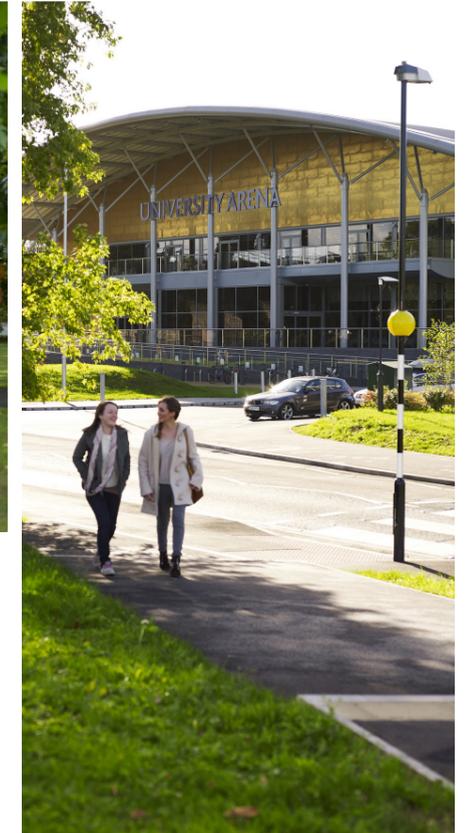
These savings enabled the University to transform its former library into a student study and advice centre at a fraction of the cost of constructing a new building. The quality of The Hive has led to its being shortlisted for more than 50 awards, of which it has won 28! Awards won include 'Best Large Library' awarded by the Society of College, National and University Libraries.

Grant and charitable funding met 20% of the cost of constructing the University of Worcester Arena. The inclusive design championed by Professor Green, combined with a particularly effective campaign, led to the Arena being one of only six national projects to receive a £1.5m grant from Sport England's Iconic Facilities Olympic legacy fund.

Its outstanding qualities have made it the venue of choice for many national and international tournaments, including the European Wheelchair Basketball Championships, all creating opportunities for student work experience and employment, while swelling the University's revenues and increasing demand for the University's accommodation in the summer period.



**ABOVE:** Worcester became Britain's fastest growing university, with revenues increasing 500%, between 2003 and 2018.



**BELOW** The University of Worcester Arena was one of only six national projects to receive funding from Sport England's Iconic Facilities Olympic Legacy fund.

## SUPPORTING EMPLOYMENT AND EMPLOYABILITY

*In 2015, a report by Economic Insight Ltd put the University's contribution to the regional economy at £231m a year – equivalent to £1m every working day and identified the University as a major employer in the region, supporting almost 7,000 jobs either directly or indirectly. Now, thanks to further growth, the figure is estimated at well over £300m a year sustaining more than 7,500 jobs.*

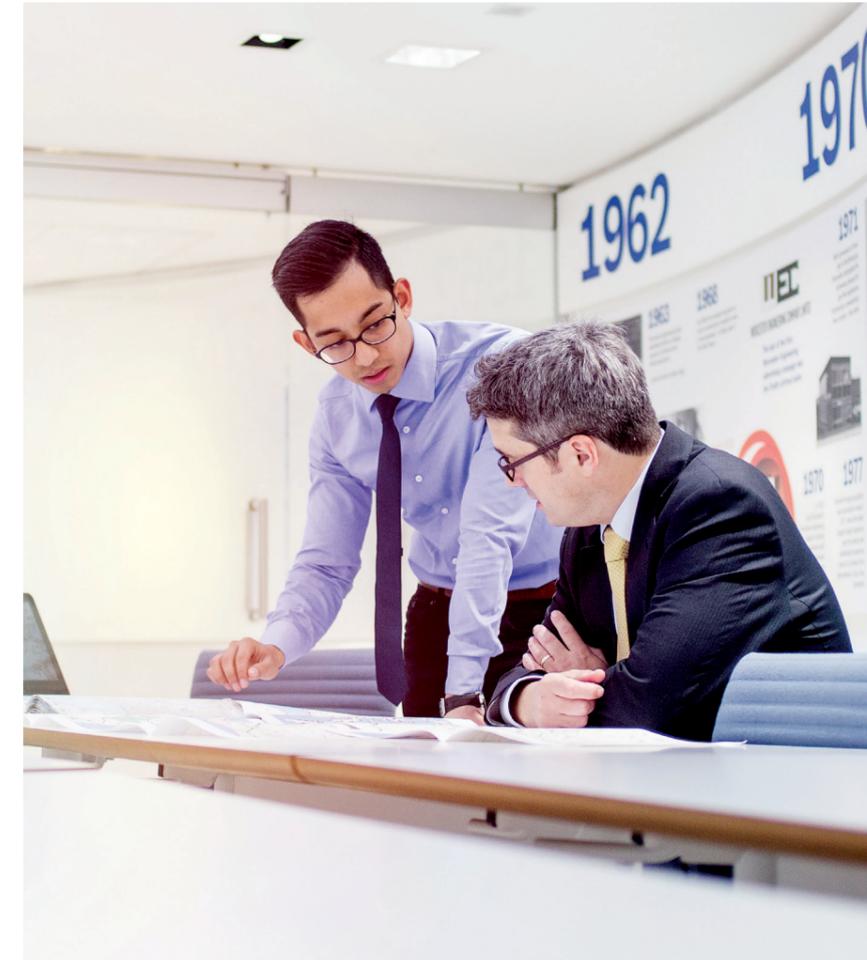
In 2015, a report by Economic Insight Ltd put the University's contribution to the regional economy at £231m a year – equivalent to £1m every working day and identified the University as a major employer in the region, supporting almost 7,000 jobs either directly or indirectly. Now, thanks to further growth, the figure is estimated at well over £300m a year sustaining more than 7,500 jobs. Robin Walker, MP for Worcester, said: "We are lucky to have someone with David's drive and ambition in Worcester and his passion for public service, whether it is developing the next generation of teachers or in driving the campaign for a new medical school, is an asset for the City."

Professor Green has an unwavering commitment to helping students to become self-confident, engaged citizens, who can make a valuable contribution to society.

It is no coincidence, therefore, that Worcester now boasts one of the best records of sustained graduate employment in the country, being ranked in the top 10 for 'sustained employment with or without further study' in the Government-published Longitudinal Educational Outcomes (LEO, 2017) data one, two and three years after graduation.

The University has ranked in the top 25% of UK universities for employment every year from 2005 in the Destination of Leavers from Higher Education survey

Professor Green led innovation, creating new schemes to boost employment prospects for graduates, while using his strong influencing and partnership building skills to work with businesses to grow opportunities and help create a self-sustaining economy of talent.



**LEFT** Worcester graduates have one of the best employment records in the country, being in the top 10 for sustained employment with or without further study in the Government-published Longitudinal Educational Outcomes data one, two and three years after graduation.

During the Great Recession, the University of Worcester launched a salaried graduate internship scheme which, uniquely, gained the backing of the CBI and TUC alike.

Worcester graduate, Sharon Smith, who is now Chief Executive of Herefordshire and Worcestershire Chamber of Commerce, said: "As the UK continues to battle a skills shortage, it is people like David who are helping to provide intelligent and capable graduates who are ready to immerse themselves in full-time employment, internships and other workplace learning schemes. David's passion for education is clear to all."

## PASSION FOR INCLUSION

*The scale and purpose of Professor Green's achievement in promoting inclusion is both distinctive and transformative. His leadership and service matches that of the most successful of his contemporaries. In addition, he has created significant, life-changing higher education opportunities for students with major impairments, health conditions and from highly disadvantaged backgrounds.*

Professor Green has led from the front in investing his time, commitment and vision to opening sporting and educational opportunities for disabled and disadvantaged people of all ages.

In developing the University of Worcester Arena, the most straightforward solution would have been to build a sports centre that was primarily for the University, and complied with disability legislation. Instead, the Arena is inclusive by design, far exceeding legislative requirements, welcoming every section of the community successfully and sustainably. In 2015 the Arena won The Guardian's national award for Buildings that Inspire and hosted the European Wheelchair Basketball Championships – the first time that this inspirational, international event has ever been held at a university.

The approach championed by Professor Green is of growing international significance. In the run-up to the Tokyo 2020 Paralympics there have been several visits from the Japanese Paralympic Committee and the Tokyo 2020

Organising Committee to see the Arena and discuss inclusion. The University is also working in China to promote inclusive practice, and an exciting project to create the world's first inclusive indoor cricket centre, adjacent to the Arena, is under way.

Professor Green's contribution to inclusion and educational opportunity for all underpinned the creation of The Hive.

No other UK university jointly runs a public children's library, and there is no other university library in the UK where children, teenagers and people of all ages borrow books, study, and use computers on equal terms alongside university students and researchers on a daily basis. Its development resulted in a 356% increase in teenage book borrowing and a 600% increase in public library membership. The weekly 'Bumps and Babies' at The Hive ensures that children from the very earliest age are brought up with the belief and the reality that University is for them.

Success in inclusion is further evidenced through analysis by the independent think tank, the Higher Education Policy Institute (HEPI), which placed the University of Worcester in the top 10 of universities, which best reflect society. In the first ever national gender pay reporting in 2018, Worcester was revealed to be the best of all universities in the UK, with the smallest average pay gap of any university, with women represented equally across the Institution from the lowest grades to the top. This contrasts strongly with the vast majority of universities where women are significantly under-represented amongst higher paid staff and over-represented amongst the lower-paid. The combination of systems and strategy introduced by Professor Green, together with the systematic promotion of an inclusive culture, has produced an institution in which inclusion is the everyday norm.

**RIGHT** Senior staff from the University's leadership team with former Minister for Women and Equalities, Nicky Morgan MP. Worcester has the smallest average pay gap of any university in England with women represented equally across the Institution from the lowest grades to the top.



Worcester's work in inclusion has won a global reputation and led to it being shortlisted for the Times Higher Education's University of the Year 2016. Through this work, the University has developed active partnerships around the world and is now the University partner in a new global Physical Education/ Sport Teacher Training Centre, to deliver inclusive education around the world. One of the very first programmes is with the International Paralympic Committee Academy, the global educational division of the International Paralympic Committee.



**ABOVE** The University hosted the European Wheelchair Basketball Championships in 2015.



**LEFT** The University of Worcester Arena, winner of The Guardian's national award for Buildings that Inspire, was opened by the former President of the International Paralympic Committee, Sir Philip Craven.

**RIGHT** In 2016 Worcester was shortlisted as University of the Year in the Times Higher Education Awards.



## DEDICATED TO EDUCATIONAL QUALITY

*Under Professor Green's leadership, the University has expanded its academic offering, most notably in human health.*

Under Professor Green's leadership, the University has expanded its academic offering, most notably in human health. As well as now offering Occupational Therapy, Physiotherapy, Child and Adolescent Mental Health, and Paramedicine, Worcester was the first to create a Master's in Physician Associate degree. Worcester is now well advanced in its application to create a Medical School to serve the people of the region.

Other notable research and educational innovations in health include the first appointment of a Professor in Perinatal Education; the foundation of the Association for Dementia Studies; the creation of the Centre for Violence Prevention; and becoming the University partner with the National Childbirth Trust (NCT) for educating the UK's ante-natal educators throughout the UK.

The University's own work in promoting health generally and good mental health in particular has given leadership to higher education in the UK. One of the first University-level

institutions to create a specialist mental health service, Worcester is now leading suicide prevention practice in Universities nationally.

The University was rated Silver in the first ever national Teaching Excellence Framework. The assessors, who inspected the educational results for every university in England, found that Worcester "delivers high quality teaching, learning and outcomes for its students" and "consistently exceeds rigorous national quality requirements for UK higher education."

Professor Green has championed the University's adoption of the Golden Triangle of Professional Education. It is this highly effective practise, combining the work of the highly motivated appropriately qualified student, with the expert educator and the trained mentor/practitioner, which underpins the University's sustained success in producing highly employable graduates and making a significant, steadily growing beneficial impact in society.



**LEFT** Worcester was the first university in the country to launch a Master's degree in Physician Associate, a creative response to the national need for more qualified health professionals.

## CAMPAIGNING FOR FREEDOM AND OPPORTUNITY

*Throughout his time at Worcester, Professor Green has been a dynamic, resilient and often successful campaigner.*

Professor Green has often been prepared to speak up when others have not. His vigorous case for academic freedom, institutional independence and autonomy, whilst pointing out the immense beneficial impact of universities in society, has created opportunities for students and significantly raised the profile of the University.

In 2010 he was one of the few Vice Chancellors in the UK who campaigned nationally against the rise in tuition fees. His analysis that the tripling of tuition fees would prove to be “a debt-creation programme for tomorrow’s graduates and a treacherous obstacle course for England’s universities” has proved entirely correct, as has his conclusion that: “For Britain, this is as unfair as it is unwise.” [www.bbc.co.uk/news/education-11954383](http://www.bbc.co.uk/news/education-11954383).

Professor Green has continued to campaign for the restoration of government grants to universities. He has pointed out on numerous

occasions on TV, radio and in the press that, whereas two thirds of Worcester’s total income came from government grants when he was first appointed in 2003, the 2018 figure is just 4%. He is also passionate in his belief that students earn their degrees and other qualifications rather than buy them, and that this is a prerequisite for a well-functioning system of higher education anywhere in the world.

Jade Haley, President of Worcester Students’ Union from 2016-18, said: “I came to the University of Worcester as a student in 2013 and was fortunate to have served two successful terms of Presidency within the Students’ Union. Over the five years I was involved with the University I can truly see how much David cares for the University in its entirety. David is passionate about the success of the University, as well as the staff and students. It has been a pleasure to work beside him in my role and help develop our students to the best Worcester graduate they can be.”

In October 2017, there was a serious attempt to interfere in university teaching and compromise academic freedom, by Government Whip Mr Heaton Harris MP. An effective campaign, initiated by Professor Green and reported around the world, with coverage in every national TV news and radio channel in the UK, and over 720 newspapers worldwide, led the Universities Minister to publicly disown Mr Heaton Harris’ initiative.

Mike Foster, MP for Worcester from 1997-2010, said: “His [Professor Green’s] recent support for academic freedoms, standing up to crass political bullying, was at the forefront of a national outcry, which served to highlight the values of higher education. Worcester has indeed been fortunate to have David as both an academic and civic leader.”

Professor Green has been an outspoken advocate for more places to educate highly trained, compassionate nurses – education in which Worcester excels. Following swingeing cuts

of 17% to Nursing and Midwifery training places in the West Midlands in 2011, he led a regional campaign, which halted the cut in midwifery places immediately. He then campaigned nationally to restore and increase nurse education places. Finally, in 2017, the Government abandoned its restrictive policy, but even then it took more campaigning by Professor Green, including a front-page story in The Times newspaper, to finally force the Government to create new places.

Professor Green was the first member of the Teaching and Development Agency Board to spot that the sharp rise in the birth rate from 2001 meant that too few teachers were being trained and too little work was being done to ensure teacher professional development and retention. Unfortunately, the UK Government, elected in 2010, reversed the national policy adjustments championed by Professor Green. The impact of this reversal, combined with initial Ministerial hostility to

university involvement in teacher education, became increasingly disastrous as the decade progressed. Finally, in 2018, faced with a profound teacher shortage, the Government abandoned its policy of restricting numbers.

Throughout this difficult period, Professor Green helped colleagues at Worcester to maintain high quality teacher education and continues to contribute to school improvement, ongoing continuing professional development and improvements for the whole school workforce, despite the hostile national policy environment.

## AN INFLUENTIAL NATIONAL AND INTERNATIONAL VOICE

*Professor Green is widely recognised as an authentic, ethical and influential voice on a number of issues from education and health to economics and inclusion.*

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In 2016, he was the only head of a university in the world invited to speak at the Inclusion Summit in Rio, which took place alongside the Rio 2016 Paralympics.

In 2018 he became the first University leader to address questions of inclusion for students with impairments at the British Council's annual premier event Going Global. Typically, he organised the session he had secured to feature a panel with leading female colleagues from China and Japan as well as the UK – supporting feminism, internationalism and inclusion simultaneously.

Professor Green has excelled in raising the profile of the University and the outstanding work of its staff and students, through effective use of regional and national media, which has seen rapid increase in coverage, which now stands at over 11,000 pieces each year.

He designed the policy of featuring student and graduate success which has made a significant social media impact in film as well as print.

As the principal spokesperson of the University and a fluent, authoritative higher education voice, Professor Green has been interviewed by every major UK broadcaster on multiple occasions and hundreds of times by local radio. He has even appeared on prime time Japanese national television!

From 2006 to 2012 Professor Green served on the 12-strong national Board of the Teaching and Development Agency for Schools, which was responsible for the funding and framework for teacher training throughout England and an annual budget of up to £700 million. He also served as a member of the UK's Advisory Committee on Degree Awarding Powers for six years from 2009 to 2015 and was Chair of Universities West Midlands (2010/11).

He has served on many local bodies including the Worcestershire Local Economic Partnership and the West Midlands Sports Board.



**LEFT** Professor David Green and colleagues from the University of Worcester at the first International Inclusive Sport Education Symposium, held at Beijing Sports University.