Dear Dr Rodgers

I'm writing to apply for the post of President of the University of the Bahamas.

For the last five years, I have been Vice Chancellor (ie President) of the University of Buckingham, Britain's leading private university, and medical school, founded by Margaret Thatcher in the 1970s. She became Chancellor in the 1990s after she ceased to be Prime Minister.

Large numbers of Bahamians are alumni of Buckingham, close to 1000. I travelled out to the Bahamas every year or so I was Vice Chancellor, last visiting just after Hurricane Dorian, and have made a large number of friends in the Bahamas. I would relish making a significant impact for good on the country.

My experience to date has I believe equipped me well to achieve your strategic objectives, including enhancing financial controls and increasing revenue diversity, boosting UG and PG numbers and engagement, and elevating research, community engagement and national/international profile.

Two of my referees are Bahamians. One, Sarah Farrington, is an alumna of Buckingham. The other, financier Kiril Sokoloff, who can also speak about my work on AI and digitalisation in higher education, is not an alumnus. The Bahamas is a country where I feel very much at home.

In 2015, I founded the "Universities G20" a group for presidents of some of the world's leading private/liberal arts universities. The G20 has a strong focus on the United States, allowing me to build on my close knowledge of and friendships with US university leaders. One of my referees, Grant Cornwell, is President of Rollins University, which was one of the founding members. Marjorie Haas, President of Rhodes College in Tennessee and another member, has recently been appointed President of the Council of Independent Colleges, the kind of group which it might be beneficial for the University of the Bahamas to join. Another of my referees, Hector Escamilla, has been the long-time head of Techmilenio, the large Mexican University.

I believe that the University of the Bahamas needs to look more deeply into the future needs of the Bahamas. It also needs to look to forge deeper links with the US (hence my third referee), to central and southern America as well as to the Caribbean, (hence my fourth referee), and finally, it needs to look more to the UK and Europe. My final referee is Lord Bilimoria, Chancellor of one of the U.K.'s largest universities, the University of Birmingham. He will speak about me as a leader, including my embracing of diversity.

I have been a leading figure in the UK shaping the debate on the future of higher education, and have chaired The Festival of Higher Education for the last five years. Speakers last year included Michael Crow of Arizona State University. My particular research expertise is in the fields of AI in education, well-being, strategy and

governance. Very clearly, the next five years will be crucial for the University of the Bahamas, and a deep knowledge of how higher education is changing, and the global university scene, will be essential in your new leader. The new strategy, building on the excellent plans and work to date, will be all important, for the University, and for the country.

I would bring the experience of successfully running a high-profile University of similar size to the University of the Bahamas, and a true international perspective. I would be a very present, ubiquitous and truly pastorally-minded president, taking great care of students, staff, the local community and alumni.

I have been forming some ambitious plans for the future of the University, which I hope to share at interview.

Best wishes,

Anthony Seldon

Sir Anthony Seldon anthony.seldon@buckingham.ac.uk I Tel. 07703 440853

SIR ANTHONY SELDON Kt FRSA FRHistS MBA PhD

PERSONAL

Family: Married to Joanna (d.2016), Oxford English 1st*, MA, DPhil, author/teacher, three children. Educated Tonbridge School, Kent 1967-72; Worcester College, Oxford PPE 1973-76; LSE, PhD, 1976-80; King's College, London 1982-83, PGCE (Awarded *Best Teacher of Year), Westminster University, MBA, 1991*.Fitness: Ran Dublin Marathon (2012) and London Marathon (2013). Regularly runs half marathons.

ROLES

- Chair, National Archives Trust
- Honorary Official Historian to 10 Downing Street.
- Historian of the Cabinet Office.
- Prime Minister's Special Representative for Education to Saudi Arabia 2017-2020
- Founder, Action for Happiness (2011) with Lord Layard and Geoff Mulgan.
- Author or editor of 50 books, including authorised biographies of Major, Blair, Brown, Cameron and May
- Presenter of television and radio programmes e.g. The Prime Minister at 300, Radio 4 series, April 2021
- Chair, Comment Awards, 2015 and 2016.
- Regular commentator on radio, television and press.
- Main board of many institutions, including the Royal Shakespeare Company and 1418 NOW.
- President, IPEN (the international body linking schools and universities in positive psychology)
- Founder and Director, Institute of Contemporary British History with Lord (Peter) Hennessy
- Researcher/advisor to several Prime Ministers and Foreign Secretaries on their memoirs.
- Founder and/or former editor of academic journals including *Contemporary British History* and *20th Century British History.*
- Honorary doctorates/professorships e.g. King's College, London, Birmingham, Bath and Worcester College, Oxford.
  Initiator of National Education Commission, 2021-22

EMPLOYMENT

University of Buckingham, October 2015-October 2020, Vice-Chancellor
Since I took over, numbers rose by 35%, to 3000. We raised more money in the four years (£18.1m) than in the 40 years before I joined. We put up more new buildings than in the previous 40 years, including in Buckingham and Milton Keynes. We had five calm years free of distracting stories with the University very regularly in the media for the right reasons. It's forged new and close links with government and other stakeholders at local, regional and national levels. We innovated in many areas, with Britain's first AI taught degrees incubated by Computing, innovative student well-being from Psychology and path-breaking new programmes in Education. We started the UN Institute and the Institute Of AI Education Ethics. The Medical School graduated its first students, with over 400 students now training to be doctors

Wellington College, January 2006-2015, Master
Under my leadership, Wellington became the most transformed and talked about independent school in the country. It went up in the *Sunday Times* 'A' Level table from 256th to 21st, numbers rose from 690 to 1120, it went co-educational, pioneered many educational innovations, it started Britain's first public school Academy and it started named schools in China. By the time I left, there were seven schools in the group.

Brighton College, 1997-2005, Head Master
At the time, Brighton College was described as the most transformed independent school of its day. Numbers almost doubled, results and reputation sky-rocketed, and it had a stellar field of candidates to succeed me.

St Dunstan's College, 1993-97, Senior Deputy Head and Acting Headmaster
I took the school co-ed, drove it up the league tables, made it popular and innovative.

Tonbridge School, Head of History, Head of Sixth Form, 1989–93
I was invited back to my *alma mater* to set up the sixth form enrichment and run history. I set up and ran the parents' society, edited the school magazine, directed several plays, coached teams every term, ran several holiday trips a year, and taught four different 'A' Level subjects.

Director, Institute of Contemporary British History, 1986-1989
I set this up with Peter Hennessy in January 1987, based on a proposal I put forward. It is still very active, and is has been absorbed by King's College, London.

Whitgift School, Head of Politics and Head of Sixth Form, 1983-1987

The Head said he had never known any teacher make such an impact in four years.

Research Fellow, London School of Economics 1980-82
I set up the project interviewing every retired Cabinet minister and permanent secretary since the war.

LIST OF PUBLICATIONS

Churchill's Indian Summer: The Conservative Government, 1951-55 (Hodder & Stoughton, 1981)
By Word of Mouth: Elite Oral History (with Joanna Pappworth, Methuen, 1983)
Ruling Performance: Governments since 1945 (ed., with Peter Hennessy, Blackwell, 1987)
Political Parties Since 1945 (ed., Philip Allan, 1988)
The Thatcher Effect (ed., with Dennis Kavanagh, Oxford Paperbacks, 1989)
Politics UK (Joint author, Philip Allan, 1991)
Conservative Century (ed., with Stuart Ball, Oxford University Press, 1994)
The Major Effect (ed., with Dennis Kavanagh, Macmillan, 1994)
The Heath Government 1970-1974 (ed., with Stuart Ball, Routledge, 1996)
The Contemporary History Handbook (ed., with Brian Brivati etc, Manchester University Press, 1996)
The Ideas that Shaped Post-war Britain (ed., with David Marquand, Fontana Press, 1996)
How Tory Governments Fall (ed., Fontana, 1997)
Major: A Political Life (Weidenfeld and Nicolson, 1997)
10 Downing Street: An Illustrated History (HarperCollins Illustrated, 1999)
The Powers Behind the Prime Minister (with Dennis Kavanagh, HarperCollins, 1999)
Britain under Thatcher (with Daniel Collings, Routledge, 2000)
The Foreign Office: An Illustrated History (HarperCollins Illustrated, 2000)
A New Conservative Century (with Peter Snowdon, Centre for Policy Studies, 2001)
The Blair Effect 1997-2001 (ed., Little, Brown, 2001)
Public and Private Education: The Divide Must End (Social Market Foundation, 2001)
Partnership not Paternalism (Institute for Public Policy Research, 2002)
Brave New City: Brighton & Hove, Past, Present, Future (Pomegranate Press, 2002)
The Conservative Party: An Illustrated History (with Peter Snowdon, Sutton Press, 2004)
New Labour, Old Labour: The Labour Government, 1974-79 (ed., with Kevin Hickson, Routledge, 2004)
Blair: The Biography, Vol I (Free Press, 2004)
The Blair Effect 2001-05 (ed., with Dennis Kavanagh, Cambridge University Press, 2005)
Recovering Power: The Conservatives in Opposition since 1867 (ed., with Stuart Ball, Palgrave Macmillan, 2005)
Blair Unbound: The Biography, Vol II (with Peter Snowdon and Daniel Collings, Simon & Schuster, 2007)
Blair's Britain 1997-2007 (ed., Cambridge University Press, 2007)
Trust: How We Lost it and How to Get It Back (Biteback Publishing, 2009)
An End to Factory Schools (Centre for Policy Studies, 2009)
Why Schools, Why Universities? (Cass, 2010)
Brown at 10 (with Guy Lodge, Biteback Publishing, 2011)
Public Schools and the Great War (with David Walsh, Pen & Sword Military, 2013)
Schools United (Social Market Foundation, 2014)
The Architecture of Diplomacy: The British Ambassador's Residence in Washington (with Daniel Collings, Flammarion, 2014)
Beyond Happiness: The Trap of Happiness and How to Find Deeper Meaning and Joy (Hodder, 2015)
The Coalition Effect, 2010-2015 (ed., with Mike Finn, Cambridge University Press, 2015)
Cameron at 10 (with Peter Snowdon, William Collins, 2015), Cameron at 10: The Verdict (William Collins, 2016)
Teaching and Learning at British Universities, Social Market Foundation (2016)
The Cabinet Office 1916-2016 – The Birth of Modern British Government (with Jonathan Meakin, BiteBack Publishing, 2016)
The Positive and Mindful University (with Alan Martin, Higher Education Policy Institute, 2017)
The Fourth Education Revolution: Will Artificial Intelligence Liberate or Infantilise Humanity (BUP, 2018)
May at Ten, (with Raymond Newell, Biteback, Nov 2019)
Public Schools and the Second World War (with David Walsh, Pen & Sword, 2020)
Impossible Office? 300 years of Prime Ministers (Cambridge University Press, 2021)
Number 10: The Official History (Quarto, 2021)

PERSONAL PROFILE/QUALITIES

1. Vision. I have created several new bodies and institutions (see above), and totally transformed others. I am consulted regularly on strategic vision by public and private bodies.

2. Change management. I have two run very large British schools, Brighton College and Wellington College, and utterly transformed both these traditional institutions, as I have been doing with the University of Buckingham as its Vice-Chancellor. All three have considerably expanded, and have had their reputations significantly enhanced. I advise and lecture regularly on the impact of new technology including AI.

3. Working internationally. I established and oversaw several Wellington Internationals abroad, including in Shanghai and Tianjin. I am the UK special representative for higher education and schools to Saudi Arabia. I'm President of the International Positive Education Network (IPEN)

which links universities and schools worldwide to the best academic evidence on wellbeing. I have written widely on foreign policy, am the historian of the Foreign Office (2000), and have known and worked with several Foreign Secretaries. One of my first consultancies was as Group Historian to the mining company, Rio Tinto.

4. Working with government, ministers and officials. I am the historian of Downing Street and of the Cabinet Office, have worked closely with the last three Cabinet Secretaries, I know many of the current Cabinet and senior officials. For 25 years, I've been writing the inside books on Prime Ministers in Downing Street, always with extensive insider cooperation. I created the Institute for Contemporary British History with Peter Hennessy. The Prime Minister is writing the introduction to my next book, the official history of Downing Street, to be launched next year at Number 10.

5. Profile. I appear very regularly in the national media on a range of subjects, including politics, government, history, education, culture and well-being. I am chair of the National Archives Trust. I was on *Desert Island Discs* in 2016, and am the only figure in the UK to have run both schools and a university. I've appeared regularly on *Any Questions* and many other similar programmes.

6. Communicating. I'm experienced speaking to large and to small groups, at talking on television and radio, and at writing in the media. My 45 books cover a wide range of subjects, including the British Embassy in Washington DC, at the request of the Ambassador. I have chaired the Comment Awards.

7. Digital awareness. I co-founded the Institute for the Ethics of AI and Education, have written the book *The Fourth Education Revolution* on digitalisation, and write regularly about the impact of artificial intelligence on communications, culture, business, government and education.

8. Involvement in culture/the arts/education. I am a main board director of the Royal Shakespeare Company, and was on the board of the First World War centenary committee, 1418 NOW. In addition to Chairing the National Archives Trust, I have set up and run numerous Festivals, and have been highly involved in shaping the education debate in both schools and universities. I was the Executive Producer of the highly ranked 2017 film, *Journey's End.* I was the co-founder for Action for Happiness and am President of IPEN, and wellbeing of staff is a particular interest.

9. Team building. I have run large and diverse organisations, and work hard to earn the loyalty and trust of my staff and wider stakeholders. I invest considerable energy in building teams and binding them together.

10. Energy and drive. I am fit and energetic, despite being in my mid-60s. Last year, on top of running the University and multiple other activities, I researched and wrote a 700 page book on Theresa May as Prime Minister, to critical acclaim. I practise yoga and meditation each day, run regularly, live carefully, and I have more energy than I know what to do with.

CONTACT

Mobile: 07703 440 853 Email: anthony.seldon@buckingham.ac.uk

REFEREES

1. Sarah Farrington, prominent Bahamas resident and an alumna of University of Buckingham.
Email: Sarahfarrington@icloud.com

2. Kiril Sokoloff, Bahamas resident, international financier, author and authority on AI.

Email: Kiril@13d.com

3. Grant Cornwell, president, Rollins University. Email: GCORNWELL@rollins.edu

4. Hector Escamilla, president, Techmilenio University, Mexico.

Email: Hector.escamilla@tec.mx

5. Lord Bilimoria, Chancellor, University of Birmingham, and president of the British Confederation of British industries.

Email: karan.bilimoria@ cobrabeerpartnership.com