

Board of Governors

December 2025



Royal Conservatoire
of Scotland



LHH

*BA Modern Ballet students Nicolas Pereira da Silva
and Ruby Ophelia Chisholm-Beyer perform in the
2025 ballet showcase at RCS © Andy Ross*

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A large, high-angle photograph of the RCS Symphony Orchestra performing in a concert hall. The orchestra is seated in rows, with musicians playing various instruments including violins, violas, cellos, and double basses. The stage is lit with warm, golden light, and the audience is visible in the foreground, seated in rows of chairs. The ceiling of the hall is high and features a complex network of lighting rigs and speakers.

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RCS Symphony Orchestra at the Glasgow Barrowlands during Celtic Connections, credit Robbie McFadzean





Welcome

From Professor Dorothy Miell, Chair of the Board of Governors,
Royal Conservatoire of Scotland

Rooted in Scotland, connected globally

Thank you for your interest in joining the Board of Governors of the Royal Conservatoire of Scotland (RCS).

RCS is an extraordinary place. Each year, students from across Scotland, the UK and around the world come to Glasgow to develop their artistry across music, drama, dance, production, film and education. Their talent, energy and ambition shape a community that is consistently recognised among the world's leading performing arts institutions. Our global reputation, affirmed in the QS World University Rankings (RCS, currently, is ranked 6th globally for performing arts), reflects not only the excellence and innovation of our staff and students but also the strength of the governance and leadership supporting them.

RCS is rooted in Scotland yet connected internationally and the work of our Board plays a vital role in enabling the Conservatoire to thrive in a complex, changing environment. As the delivery of world-class performing and production arts education navigates significant challenges - financial, societal, technological and cultural - our responsibility is to ensure that RCS remains resilient, inclusive and forward-looking. As a Board, we do this by providing strategic oversight, safeguarding long-term sustainability and championing the values and ambitions that underpin RCS's mission.

We are now seeking to appoint new lay Governors who will bring insight, independence, and a genuine passion for the performing arts.

We welcome individuals from a wide diversity of backgrounds - professional, cultural, and lived experience - who can help broaden the perspectives of our Board and enrich its collective judgement.

You do not need to be an artist or an arts professional to join us; however, you must be committed to supporting a world-class conservatoire and bring some of the skills that will complement our existing members and enable the strongest and most effective governance.

This is a meaningful and rewarding governance role. You will contribute to decisions that shape the education and development of the next generation of creative leaders, steward an institution with deep heritage and bold future ambitions, and work alongside colleagues who care profoundly about the impact this Conservatoire can make - locally, nationally and globally.

If you share our belief in the importance of the performing and production arts, and if you feel you can bring skills or perspectives that will strengthen our Board, I warmly encourage you to apply. We look forward to welcoming new Governors who will help guide the next chapter of the Royal Conservatoire of Scotland.

With best wishes,

Professor Dorothy Miell
Chair of the Board of Governors
Royal Conservatoire of Scotland



[View Our
Welcome Video](#)

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Board of Governors, the Royal Conservatoire of Scotland



BA Filmmaking students on location
© Hope Holmes-Royal Conservatoire of Scotland

Location - Glasgow/Hybrid

Salary - Unremunerated, but reasonable expenses reimbursed

Time commitment - Approximately 12 days per year

The Royal Conservatoire of Scotland (RCS) is one of the world's leading institutions for the performing and production arts, consistently ranked among the global top 10 in the QS World University Rankings for Performing Arts.

We are now seeking to appoint **new Governors** to join our Board at an important moment in the Conservatoire's development. As a Governor, you will help provide strategic oversight, stewardship and assurance for a world-class cultural and educational institution that plays a vital role in Scotland's creative life and international reputation.

We are particularly interested in candidates who can bring experience and insight in one or more of the following areas:

- **Financial acumen**, including corporate, public-sector or large arts-organisation finance, fundraising, audit, risk or institutional financial oversight experience.
- **Legal expertise**, particularly employment law or related regulatory fields.
- **Scottish policy and public-sector context**, including higher education, culture or government policy.
- **Cultural, creative and/or performing arts**, through professional experience, governance or sustained engagement.

Alongside these skills, we are committed to building a Board that better reflects the diversity of Scotland today. We strongly encourage applications from younger applicants and individuals from under-represented groups, and from those who may be considering their first board or trustee role.

This is a non-executive, strategic role. Governors are not involved in day-to-day management, but play a crucial part in setting direction, ensuring financial sustainability, upholding strong governance and supporting the long-term success of the Conservatoire.

If you are motivated by sustaining and enhancing the power of the arts, value thoughtful and inclusive governance, and want to contribute your skills to a world-leading institution, we would be delighted to hear from you.

About

Committed to excellence, equity and sustainability

The Royal Conservatoire of Scotland (RCS) is a world-leading centre for the performing and production arts.

Based in the heart of Glasgow, we are consistently ranked among the top 10 performing arts institutions globally in the QS World University Rankings - a recognition that reflects the exceptional potential of our students, the creativity and commitment of our staff, and our enduring reputation as an international conservatoire.

Founded in 1847, RCS has evolved into a vibrant, multidisciplinary community where musicians, actors, dancers, filmmakers, educators, designers and technicians learn, collaborate and innovate. More than 60 nationalities are represented across our student body, creating a dynamic and diverse ecosystem that mirrors the global creative industries we serve.

Our curriculum spans a breadth of disciplines unmatched in the UK: music, drama, dance, production, film, education and research. Students engage in intensive conservatoire-style training, enriched by interdisciplinary collaboration and professional performance opportunities. Our campus hosts industry-standard theatres and performance venues - including the New Athenaeum Theatre, Stevenson Hall and Ledger Recital Room - where hundreds of productions are staged each year.

RCS plays an important role within Scotland's cultural landscape. Our graduates contribute to orchestras, opera companies, major theatres, film studios, festivals and arts organisations worldwide.

They can be found in concert halls and theatres, in classrooms and community settings, in front of and behind the scenes on cinema and tv screens, and everywhere in between. Many are leaders and innovators within their fields, shaping creative practice and broadening access to the arts. We are proud of our civic role within Glasgow and Scotland, as well as our contribution to the global performing arts community.

RCS is committed to excellence, equity and sustainability. Like many institutions in the arts and higher education sectors, we are navigating a period of financial, societal and technological change. In this context, the work of our Board of Governors is vital. The Board provides oversight, stewardship and strategic direction, supporting an RCS that remains ambitious, resilient and able to seize new opportunities - from reimagining our curriculum and digital infrastructure to strengthening partnerships, widening participation, and supporting the wellbeing and success of our students.

Joining RCS as a Governor means becoming part of a community that is rooted in Scotland but connected globally - a place where creativity flourishes, where the next generation of artists and makers are supported to achieve their potential, and where thoughtful, values-driven governance shapes the future of one of the world's leading conservatoires.

You can learn more about the [**RCS here**](#).



RCS Chamber Orchestra
© Hope Holmes-RCS



RCS violinist Angela Koo at Loch Lomond
© RCS-Alistair Devine

The Role

A significant and rewarding non-executive role

The Royal Conservatoire of Scotland is governed by a Board of Governors which holds collective responsibility for the strategic direction, reputation, financial sustainability and long-term success of the institution.

There are staff and student governors as well as a number of lay members on the Board. As a lay Governor, you will act as a trustee of the Conservatoire, contributing to effective governance, stewardship and oversight in line with the Conservatoire's charitable objects, statutory responsibilities and public accountability.

The Board works closely with the Principal and Senior Management Team to ensure that RCS delivers its mission while remaining financially robust, well governed and responsive to a rapidly changing higher education and cultural landscape. Governors are expected to provide independent judgement, constructive challenge and informed support. The role is not operational; rather, it focuses on strategy, policy, reputation, performance and assurance. This includes oversight of institutional strategy, academic quality, financial planning and performance, risk management, people and culture, equality and inclusion, and the long-term sustainability of the Conservatoire.

In practice, Governors will:

- Contribute to the development and oversight of the Conservatoire's strategic direction and long-term ambitions.
- Ensure that RCS meets its statutory, regulatory and charitable obligations, including those relating to governance, finance and public funding.
- Oversee financial sustainability, risk management and value for money, including scrutiny of budgets, forecasts and major investments.
- Support and challenge senior leadership, including the Principal, while respecting the distinction between governance and executive management.
- Uphold the values, reputation and public trust of the Royal Conservatoire of Scotland.
- Serve on one or more Board committees, contributing specialist insight where appropriate.
- Act as an ambassador for RCS, advocating for the Conservatoire and the wider value of the performing and production arts and supporting fundraising activities.

The anticipated time commitment is **approximately 12 days per year**, comprising four Board meetings, committee membership, strategy days and attendance at the Annual General Meeting. Governors are normally appointed for a fixed term of 3 years, with the possibility of reappointment for up to two further terms in line with the Conservatoire's governance framework.

This is a significant and rewarding non-executive role, offering the opportunity to help shape the future of one of the world's leading conservatoires while supporting the next generation of creative talent.

Modern Ballet and Brass students collaborate in The Nutcracker
© Hope Holmes



The Person

You do not need prior board or trustee experience to apply.

Knowledge and Experience:

The Royal Conservatoire of Scotland is seeking Governors who bring sound judgement, integrity and a strong sense of public service, alongside skills and experience that will strengthen the collective capability of the Board.

We are particularly interested in individuals who can contribute in one or more of the following areas:

- **Financial acumen**, gained in a corporate, public-sector or large arts-organisation context, including experience of financial oversight, fundraising, audit, risk or institutional finance.
 - **Legal expertise**, particularly in employment law or related regulatory fields.
 - **Scottish policy and public-sector context**, with insight into higher education, culture, public funding or government policy in Scotland.
 - **Cultural, creative and/or performing arts**, whether through professional experience, governance roles, advocacy or sustained personal engagement.
- Alongside these skillsets, we are committed to building a Board that better reflects the diversity of contemporary Scotland. We particularly welcome applications that support our ambition to:
- Re-establish and sustain a 50:50 gender balance.
 - Attract younger applicants and first-time board members.
 - Strengthen representation across equality, diversity and inclusion, including lived experience and perspectives that are currently under-represented at Board level.



Dark shadows
darting about, there
a meeting going
under the pond,



Conditions & Remuneration



Christmas Orchestra rehearsal at the Royal Conservatoire of Scotland at the
Royal Conservatoire of Scotland © Hope Holmes

Salary:

Unremunerated, but reasonable
expenses reimbursed

Time commitment - Approximately 12 days per year

Place of Work: Glasgow/Hybrid

Timescales

Closing date for applications: Sunday,
January 18, 2026.

Interviews:

Week commencing Monday February 16, 2026.

How to Apply

To apply for the post, please send a tailored CV and covering
letter to ScotlandExecutive@LHH.com

Please note that the covering letter should be no more than
two pages of A4 and should summarise your relevant skills and
experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the
role then please contact Fizza Islam, LHH on **+44 (0)141 220
6460** or email the above address.

Equality and Diversity are of central importance to our working
ethos. Performance is our purpose at the Royal Conservatoire
of Scotland and the nurturing and development of the
individual creative potential inherent in each member of our
community, staff and students alike, lies at the very heart of
our efforts. In turn, this means that the unique identity of every
single individual who works or studies here is valid and is
valued and respected.

Should you require any modifications or wish to speak with a
member of our team to discuss any particular circumstances,
please email the above address.

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