**Candidate for Election to the Business Committee of the General Council**

Dear Members of the General Council Committee,

I am writing to express my interest in serving on the Business Committee of the University of Edinburgh General Council from July 2027.

I have worked across higher education, banking, retail and telecommunications, gaining experience in business, governance and organisational change that I believe would make a valuable contribution to the work of the Committee. Alongside this practical experience, my academic background is in Business Management, culminating in a PhD in Management Sciences focused on change management during a crisis.

A consistent thread throughout my work has been identifying opportunities for organisations to work more effectively. Sometimes this involved large-scale transformation programmes, governance frameworks or strategic initiatives. At other times, the greatest impact has come from relatively small improvements to processes, responsibilities or ways of working that remove unnecessary effort and enable colleagues to focus their time and expertise where they add the greatest value.

I am particularly interested in the human and organisational consequences of change. In my experience, successful change is not simply about introducing a new system, structure or process. It requires understanding how decisions affect the people expected to deliver and sustain them. Much of my work has involved bringing together teams and departments that would not ordinarily work closely together, helping people develop a better understanding of each other’s objectives and challenges. By encouraging people to share information and perspectives openly, I have helped colleagues better understand the challenges faced by others across the organisation and work together to find practical solutions. This has reinforced my belief that lasting improvement is achieved when organisational objectives and people's day-to-day realities are considered together.

These views have been shaped by roles where I have designed and implemented change assurance approaches, established and led programme and project functions, supported international operations, worked with senior leaders on strategic priorities, and helped multidisciplinary teams navigate complex organisational challenges.

My professional background is complemented by a longstanding commitment to voluntary and community organisations. I have supported organisations working in poverty alleviation, education and social services through general support, technology and entrepreneurial initiatives, funding and administration, and programme coordination. I also served as Chairman of the Board of a property estate, working alongside trustees in the stewardship and management of assets valued at approximately £5 million.

My professional and voluntary experiences have reinforced my belief that good stewardship is about more than oversight. It requires understanding the purpose of an organisation, making thoughtful use of the resources entrusted to it, listening to those it serves, and identifying opportunities to improve how an organisation serves its purpose, both now and in the future.

In my current role as Strategic Change Programme Manager at the University of Edinburgh, I work across academic, digital, technical and finance teams, helping to enhance governance, identify dependencies, capacity constraints, and provide leaders with clear information on the implications of change. This has given me valuable insight into the complexity of a large university and the importance of balancing strategic ambition with practical implementation. It has also reinforced the importance of open communication and ensuring that people have the information they need to understand decisions and work effectively with colleagues across different parts of the University.

The Business Committee particularly appeals to me because of its role in helping the General Council consider matters affecting the wellbeing and prosperity of the University. The opportunity to contribute to those discussions and support the continued development of the institution is one I would welcome.

My career has given me the opportunity to work with people from a wide range of backgrounds, disciplines and organisations. I would value the opportunity to bring that experience to the Business Committee and contribute to the University's future development.

**Yours sincerely,**
**Dewald Barnard**

**Dewald Barnard – Curriculum Vitae**

## PROFESSIONAL EXPERIENCE

University of Edinburgh | Strategic Change Programme Manager (L&T Workstream)
Support governance and strategic decision-making across academic, digital, technical and finance portfolios. Assess organisational impacts, dependencies, capacity constraints and delivery feasibility associated with major initiatives across the University.

NatWest Bank | Programme Governance Officer
Supported governance and oversight across a significant regulatory portfolio, strengthening project controls, improving reporting, supporting financial forecasting and helping leaders understand delivery risk, dependencies and organisational impacts.

Shoprite Group | Head: Portfolio Change Risk & Quality Assurance
Developed assurance and governance approaches across major change portfolios and supported leadership teams with practical insight into delivery readiness, risk exposure and organisational effectiveness.

Capitec Bank | Enterprise Change Risk & Assurance Lead
Developed and embedded enterprise change-risk and assurance approaches, supported new products and business units, and educated teams on governance, risk ownership and delivery readiness.

MessageGate | Portfolio & Programme Manager
Established a project office supporting strategic delivery across multiple countries. Worked with executives, regulators and operational leaders to improve prioritisation, governance and organisational effectiveness.

Clickatell | Head: Global Operations Centre
Led international operational and service-improvement initiatives, worked with global suppliers, and supported market expansion activities requiring coordination across technical, operational, commercial and regulatory environments.

Integrat Telecommunications | Head: Project Management Office
Developed executive programme portfolios supporting strategic priorities across multiple regions. Worked with regulators, telecommunications operators and business leaders to ensure operational readiness, compliance and effective delivery.

ABSA Bank / Barclays / Virgin Money | Enterprise Change Risk Lead & Project Manager
Designed and implemented an enterprise-wide change-risk framework, performed governance reviews, programme health assessments, and delivered organisational change across banking and fraud-prevention environments.

Royal Bank of Scotland | Client Liaison Officer & Technical Tester
Supported digital banking products through client engagement, operational risk assessment, testing, issue analysis and implementation activities.

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**EDUCATION -** University of South Africa (UNISA)
Doctor of Philosophy (Management Sciences) - *A Framework for Change Management During a Crisis*
Master of Commerce (Business Management) - *Applying Business Principles to Non-profits*
Bachelor of Commerce Honours - *Business Management*
Bachelor of Commerce - *Management*

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**PROFESSIONAL QUALIFICATIONS:** Managing Successful Programmes (MSP) • Project Management Professional (PMP) • Agile Certified Practitioner (ACP) • Professional Scrum Master (PSM) • Information Technology Service Management (ITIL) • Project Risk Management • Six Sigma • Certificate in Banking • Certificate in Economics

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## GOVERNANCE, COMMUNITY & ENTREPRENEURIAL EXPERIENCE

Chairman, residential property estate Board**:** Worked alongside trustees in the stewardship and governance of assets valued at approximately £5 million.

Community and voluntary involvement**:** Supported organisations focused on education, poverty alleviation and social services through programme support, administration, technology initiatives and fundraising activities.

Entrepreneurial experience: Established and operated small business ventures from a young age, developing an early appreciation for commercial sustainability, customer needs, resource constraints and practical problem-solving