



# External Board Member

Candidate Pack  
Autumn 2025



**Professor Chris Brace**  
Executive Director  
IAAPS

# Welcome to IAAPS

IAAPS is a University of Bath institute dedicated to driving the future of sustainable mobility. We focus on research and innovation in clean propulsion technologies, working predominantly in collaboration with industry to accelerate the transport sector's critical transition to net zero.

Our institute brings together two inter-linked elements that work in partnership. Our academic group conducts transdisciplinary research and education, driving innovation in sustainable propulsion and mobility systems across automotive, aerospace, marine, and off-highway sectors. Working alongside this, our wholly owned Limited Company delivers commercially focused research and development in partnership with the propulsion industry, and operates our state-of-the-art 11,300m<sup>2</sup> laboratory complex at Bristol & Bath Science Park. Together, these elements enable us to bridge academia and industry, accelerating the development and commercialisation of advanced propulsion systems as a key enabler of the UK's transition to net-zero transport.

'Research as a service to industry' isn't just our ethos. It's how we operate. Our mission is to create the technologies, tools and systems needed for the transition to clean, affordable and sustainable mobility.

The recent completion of our £70 million facility at Bristol & Bath Science Park marks a transformative milestone in our journey. With world-class capabilities including green hydrogen facilities, high-voltage power systems, and digital laboratories, we're positioned to rank amongst the top three independent R&I centres of our kind globally.

From the outset, our founding vision included establishing independent external oversight. We've integrated external voices directly into our main Institute Board, creating a governance framework where external members have a clearly defined role to actively shape, support, and challenge the Institute's strategic direction.

We're now seeking up to two External Board Members who can bring strong commercial experience to complement our academic expertise. The successful candidates will provide independent strategic oversight across the entire Institute, ensuring we deliver on our mission whilst driving commercial growth that enhances and supports our research and innovation objectives.





# ACCELERATING THE PACE OF INNOVATION IN FUTURE MOBILITY

## Our World Class Facilities

### Our Mission

As a world-leading R&I centre, we support the wider transport sector in the transition to net zero. Our Institute brings together academic research excellence with commercially focused innovation to address the industry's most significant challenges. Through our inter-linked structure, we create the technologies, tools and systems needed to accelerate the move to clean, affordable and sustainable mobility, working in partnership with industry across automotive, aerospace, marine, defence, and energy sectors.

### Our Facility

Located in the South West of England, our £70 million Research and Innovation centre spans an impressive 11,300 square metres at the Bristol & Bath Science Park. The facility is operated by IAAPS Ltd, a commercial subsidiary of the University of Bath, and our world-class facility ranks among the top three independent institutions of its type in the world.

- 2 x 4WD 5E Powertrain/Transmission (incl. Full Vehicle tests)
- 1 x 2WD 3E Powertrain/Transmission
- 6 x Propulsion (E-Machine/Thermal/Engine) cells
- 3 x Flexible Lab Spaces
- 1x Battery cell cycling facility
- Battery Emulation Capability (All Test Cells)
- Digital Engineering Lab
- Secure environment for collaborative research and validation.
- H2 Storage – 270kg storage tank @ 15-30 bar
- Green Hydrogen production – 500kW electrolyser and onsite storage

## Our Values

At IAAPS, we strive to attract and select the brightest minds to be part of our team. We believe in working within a highly collaborative and cross-disciplinary environment where everyone's contribution matters and makes a real difference to what we achieve together.



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# External Board Member

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# External Board Member

We're seeking up to two exceptional External Board Members to join IAAPS during a pivotal period of growth and expansion. These appointments will bring independent strategic oversight, commercial acumen, and expert industry insight to guide the entire Institute in achieving its mission and ensuring long-term sustainability.

Reporting to the Chair of the IAAPS Board (Pro Vice-Chancellor Research), you'll provide independent challenge and strategic guidance to a Board overseeing the complete Institute. This encompasses both our academic group (approximately 200 researchers and academics) conducting transdisciplinary research and education, and IAAPS Limited (our commercial arm with around 40 staff) delivering commercially focused R&D and operating our world-class laboratory facilities

**Please note:** This is not a statutory non-executive director role of IAAPS Limited, but rather a board member position for the Institute as a whole, overseeing both inter-linked elements.

## Key Responsibilities and Expectations

### Strategic Oversight and Governance

- Advise on strategic direction and, where appropriate, act as a constructive challenge to strategic decisions
- Provide external insight, expert guidance and industry knowledge to board members
- Act as a constructive critic in examining the objectives and plans devised by the executive team
- Monitor the performance of executive management, particularly progress towards achieving the Institute's strategy and objectives
- Maintain conversance with the current higher education landscape to enable appropriate challenge and relevant assurance

### Leadership and Succession Planning

- Work with other board members in appointing, and where necessary removing, executive management and other board members
- Contribute to succession planning across the organisation
- Input to the review process determining appropriate levels of remuneration for executive management, currently comprising the Executive Director, Managing Director, and senior leadership team of the commercial business

### Professional Development

- Attend training and induction as required to carry out the role effectively
- Maintain awareness of developments in higher education, research commercialisation, and relevant sectors

### Why This Role Matters

This appointment is pivotal to IAAPS's continued growth and strategic development. We're seeking individuals with strong commercial experience who understand research institutes where commercially focused innovation is core. Most industry professionals quickly grasp the benefits of this hybrid model.

The successful candidate will recognise that IAAPS's two inter-linked elements work in partnership to enhance the University's research capabilities whilst delivering real-world impact through industry collaboration. Our Limited Company enables commercially focused R&D that supports our broader research mission, creating a more complex operating environment than purely commercial organisations.

Success requires balancing three priorities: research excellence, commercial activity, and financial sustainability. What matters is the willingness to embrace this hybrid model where research power and commercial success go hand in hand.

You'll work across cutting-edge technologies including electrification, hydrogen, sustainable fuels, and hybrid systems, spanning automotive, aerospace, marine, defence, and energy sectors. The role offers significant influence in shaping IAAPS's future and delivering our mission to accelerate the transition to sustainable transport.

## The Challenge & Opportunity

The External Board Member will play a critical role in supporting IAAPS as it scales operations and commercial activities whilst maintaining and enhancing research excellence. Key priorities include:

- Drive commercial growth aligned with the Institute's mission, supporting research and innovation objectives across both inter-linked elements
- Provide strategic challenge and insight drawing on experience from other sectors and organisations
- Ensure robust governance practices as the organisation grows and both elements develop
- Support leadership at the academia-industry intersection, balancing research excellence, commercial achievement, and financial sustainability

## Skills, Qualifications and Attributes

### Essential Attributes

Strategic thinking and governance: Board-level decision-making experience with understanding of corporate governance principles  
Leadership and commercial acumen: Senior leadership in relevant sectors, balancing commercial growth with research mission  
Communication and engagement: Excellent stakeholder engagement across industry, academia, and government, with commitment to equality and inclusion  
Research and innovation insight: Understanding how research drives impact, bridging academic excellence with commercial application

### Highly Desirable

- Research institute experience: Working with research institutes that have strong industry-facing innovation and collaboration
- Governance experience: Non-executive director, board advisor, or public sector governance role
- Sector knowledge: Understanding of clean mobility, propulsion systems, or net-zero technologies, with relevant industry networks



# What We Offer

## What We Offer

- **Term of Office:** Three years (renewable)
- **Reporting to:** Chair of the IAAPS Board (Pro Vice-Chancellor Research)
- **Location:** Some meetings will be held either on the University of Bath campus or at Bristol & Bath Science Park

## Time Commitment

- **Commitment:** An estimated two full days per quarter in meetings and preparation
- **Attendance:** Strong preference for in-person attendance at meetings, though flexibility is available for the right candidate

## Remuneration and Benefits

- **Expenses:** Travel and subsistence expenses covered
- **Professional Development:** Access to training and induction to support your role
- **Impact:** The opportunity to shape the strategic direction of a world-leading research and innovation centre
- **Network:** Connection with leaders across industry, academia, and government in the sustainable mobility sector

## Informal Discussions

Professor Chris Brace (Executive Director, IAAPS) and Rob Oliver (Managing Director, IAAPS Limited) are open to speaking with potential candidates about the role and the organisation. Candidates may also have the opportunity to speak with Sarah Hainsworth (Chair of the IAAPS Board, Pro Vice-Chancellor Research & Enterprise).

Please contact Aswin in the first instance to arrange a conversation

## Contact information

Please get in touch with Kira or Francis via the details below for more information.



### Aswin Satheesh Raju

Talent Acquisition Researcher

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<https://www.linkedin.com/in/aswinsatheesh/>

## Your Application Journey

We want your experience to be as seamless as possible. Here's a quick summary of what to expect during the process.

### Application Submission

We welcome any enquiries about the application process to ensure clarity and confidence.

### Initial Conversation

Our initial conversation offers you the chance to gain insights and ask questions about the role and our culture. This may be an informal alignment discussion via Teams to ensure mutual fit.

### Shortlisting Process

Should your application be shortlisted, we will inform you promptly and provide constructive feedback.

### On-site Interview [Approximately 2 hours]

**Panel Interview:** Discussion with the selection panel, expected to include board members and a representative from the University

**Site Tour:** Experience our world-class facilities

**Informal Discussion:** Opportunity to meet current board members and senior leadership

### Decision & Feedback

We aim to provide feedback within seven working days of your interview.

### Offer Process

Formal written offer with opportunity to discuss terms and ask questions.

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THE QR CODE**

