



UNIVERSITY
OF HULL

Appointment of **Chief Operating Officer**



Appointment details –
March 2019

Executive Summary

The University of Hull is seeking to appoint a Chief Operating Officer, who will take up the post as soon as possible. This candidate pack sets out the role description, person specification and the application protocol. It also provides background information regarding the University of Hull.

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Message from the Vice-Chancellor

Thank you for your interest in the position of Chief Operating Officer at the University of Hull.

For me, assuming the position of Vice-Chancellor in August 2017 was an exciting opportunity which offered a chance to make a tangible difference at a wonderful institution. At Hull, we pride ourselves on being a warm and welcoming community, passionate about our University and the role we play in society, and inspired by our wonderful campus and enthusiastic colleagues and students.

The University of Hull is the 14th oldest university in England, but is modern and vibrant in outlook and approach. We have key areas of research strength, are deeply committed to delivering an excellent experience to our diverse student body, and are focussed on delivering strongly as an internationally-engaged, civic institution.

There is no doubt that, like others, we are feeling the increasing pressures associated with the current febrile and challenging higher education environment. Importantly, we are actively transforming our University to meet these challenges, with clear strategic intent and an engaged approach to leadership. We see this new role as vital to our ambitions and to meeting the needs of our

students, staff and our regional, national and global collaborators and partners.

To this end, over the past 18 months, the University Leadership Team and I have been laying the foundations that will pave the way for accelerated success. The Chief Operating Officer will be an important and valued member of our team, someone with a passion for making a difference, with a keen focus on performance and the pursuit of excellence. We are excited about our future, and are looking for a strong leader who will work with us to drive forward our transformation and achieve the University's bold ambitions.

This is a time of great opportunity for Hull, and I hope that you are excited by the prospect of joining us. Please do not hesitate to ask should you require more information or would like a conversation. Personally, I very much look forward to receiving your application for what is undoubtedly a stimulating, challenging and professionally fulfilling role.

Yours sincerely

Professor Susan Lea,
Vice-Chancellor



The Vice-Chancellor, Professor Susan Lea

Professor Susan Lea is passionate about the role of universities in transforming lives and positively impacting society. She has a track record of leading successful, inclusive organisational change with a consequent raising of performance.

Professor Lea brings extensive leadership experience, from a broad range of universities. Her career spans research and teaching intensive universities, as well as those that play a key role in their region, with senior positions at the University of Greenwich, King's College London and, earlier, the University of Plymouth.

Professor Lea began her career as a lecturer in psychology at the University of Cape Town. She moved to the University of Plymouth in 1994 where she held a number of senior positions, at both faculty and university level, whilst maintaining her commitment to her research into domestic and sexual violence. She moved to King's

College London in 2010 where she simultaneously held a number of senior management roles, including Dean of Education and Professor within the Institute of Psychiatry, Psychology and Neuroscience. She was King's Interim Vice-Principal (Education) from November 2012 to March 2013, and went on to hold a number of senior, cross-institutional roles.

Professor Lea was appointed Deputy Vice-Chancellor (Academic) at the University of Greenwich in April 2015, where her responsibilities included playing a key role in developing the strategic vision for the University, driving and managing change in order to improve the quality and scope of staff engagement, improving academic outcomes and leading, with the DVC (Research), the integration of teaching and learning into the University's research strategy.

She now brings that vision and experience to Hull, with a commitment to realise the full potential of the University and contribute significantly to the city and region.



The University of Hull – A Place To Shine

We are almost 2,500 people who are ambitious about the future: ours, our staff, our students, our alumni and the world around us. Our stellar research and brilliant teaching are designed to inspire thinking and expand horizons. As one of England's oldest universities, our motto *Lampada Ferens* – carrying the light of learning – remains as relevant as ever as we continue to empower people to shape the future.



Whether it's about seizing new opportunities, broadening your horizons or simply doing what you love, if you have the energy and drive to succeed you will go far at the University of Hull."

Mark Lorch,
Associate Dean (International)
and Professor in Science
Communication and Public
Engagement

Join a university where everyone matters, everyone can grow, and everyone can make a difference. This is a place to shine.

We believe in our students

We believe in our students, unlocking their potential to shape their future. That's why we invest in our students and take the time to get to know them, equipping them with the skills, knowledge, experience and confidence to help them push beyond where they thought they could go, in whatever career they choose.

Last year, we were awarded Silver in the Teaching Excellence Framework, which recognises and rewards excellence in learning and teaching in higher education institutions. In particular, we were praised for excellent student outcomes.

With 16,500 students, one in six come to the University from outside the UK and from more than 100 countries. Moreover, they leave with the skills, values and creative potential that will drive their future careers and enable them to

contribute to the world as rounded and responsible citizens.

It is testament to the hard work and dedication of our students, and the University staff who teach and support them, that 96.1% of our graduates go on to find employment or further study within six months of graduating (Destination of Leavers from Higher Education for the academic year 2015/16, published by HESA June 2017).



When I chose Hull University, I chose it completely based on the course. It was just the best by miles. And what Hull University can give you is the widest option of possibilities that you didn't expect you were going to try.

Once you've got those skills you use them, you apply them all the time and you're constantly supported by them and given guidance, but at the end of the day you are doing your own projects and that is great, gives you that feeling of independence."

Carys Taverner
Student





We are combining the brightest minds with the finest R&D facilities to advance the treatment of wounds.”

Stewart McKinlay,
Vice President of Research & Innovation at Smith & Nephew

Life-changing research

We look at things in a different light, working together to find new ways of seeing and understanding.

From slavery and emancipation to health and medicine, logistics and supply chain, and energy and environment; our research is making a real difference by addressing global challenges.

The University ranked in the top 50 UK institutions based on research power in the 2014 Research Excellence Framework, with 62% of the submitted research classified as internationally excellent or world-leading, and areas such as Geography and Computer Science achieving a top five ranking, based on research impact.

We're building on our strengths, creating a thriving and inspiring, 'research rich' environment, working towards achieving a top 50 research profile in the 2021 REF.

Confidence in our research capability has never been stronger. In response to the changing and increasingly competitive environment in which we operate, our focus over the last year has been on using our expertise to develop mutually beneficial, long-term collaborative relationships with external partners. As a result, the University has significantly increased (by 35%) the number of competitively won research grants over the last year.

Here's a flavour of our thought-provoking, game-changing research



Yorkshire Cancer Research is investing over £5-million into research programmes to tackle cancer inequalities in Hull.



The University's Wilberforce Institute's life changing slavery research received national recognition when it was awarded the prestigious Queen's Anniversary Prize in 2016.

Our journey continues

We are extremely proud of the positive impacts we make on the lives of people and societies through our education and research.

A £200-million investment programme in high-quality teaching and learning facilities, IT infrastructure, research laboratories, social spaces and sporting facilities has seen our campus transformed; a transformation that is already offering significant benefits to students, staff and the wider community. We are also working with the University Partnership Programme Limited, a leading provider of on-campus student accommodation, who have leveraged a further £153-million of investment and will deliver additional, excellent accommodation options for our students.

The University's evolution extends well beyond physical change. Our focus on improving the way that we operate and work with others has helped us to form valuable partnerships and is creating new opportunities for our students, the businesses and other organisations we work with and our research partners. One of the highlights is our significant contribution, as a Principal Partner, to Hull's success during its reign as the UK City of Culture 2017. Building on this success, we are bringing the best of British science to Hull and the Humber, hosting the British Science Festival in September 2018. This gives us the opportunity to showcase our significant contribution to this field - focusing on three key areas - energy and the environment; health and the medical sciences; and exploration, movement and discovery.

With a keen focus on performance and pursuing excellence in all that we do, the University of Hull continues its journey, one that is led by our commitment to delivering excellent research and a fantastic student experience.



Researchers at the University now have direct access to one of the most powerful computers in the country, following a £2.1 million investment. Called Viper, it is the fastest machine of any northern university and the seventh fastest of any university in the country.



This means our research can go from something you would never dream of doing to something you can do in a month. In terms of being competitive on a world stage, this is absolutely crucial.”

Dr David Benoit, Senior Lecturer in Physical Chemistry

Culture at Hull

Visitors admiring the National Portrait Gallery: Paul Smith to JK Rowling exhibition



World-class events, unforgettable experiences

Our commitment to creativity has been demonstrated through our Principal Partnership with Hull UK City of Culture 2017.

As a producer and supporter of creativity, arts and culture, we seized the opportunity to bring a world-class programme of events to the University and have created unforgettable experiences for our students, staff and the wider community.

Record visitor numbers on campus

In 2017, the University welcomed record visitor numbers and here on campus. Over 60,000 people, including many first-time visitors, enjoyed the impressive range of world-class exhibitions, installations, debates, music and drama, held as part of our cultural programme.

Hosted some of the world's greatest artists

Redeveloped to national standard as part of a £28-million investment in our Brynmor Jones Library, our art gallery hosted some of the world's greatest artists as part of exhibitions with partners such as the British Museum and National Portrait Gallery. 'Lines of Thought - Drawing from Michelangelo to Now', showcased works from prominent masters including Monet, Picasso, Rembrandt and Riley, and the National Portrait Gallery loan exhibition displayed images of stars from JK Rowling to Sir Ian McKellen.

Putting our graduates back in the spotlight

We have also put some of Hull's most famous cultural experts back in the spotlight including graduate and former lecturer Anthony Minghella, the Oscar-winning, Hollywood film director, through a popular retrospective. In addition, a

headline-grabbing exhibition on the life and work of former University Librarian Philip Larkin offered a new perspective on the man described as 'Britain's Favourite Poet' with previously unseen personal artefacts.

Giving our students a chance to shine

Our campus was at the heart of the action – and so were our students. Thanks to outstanding facilities and partnerships leveraged by staff across the University, our students experienced once in a lifetime opportunities to broaden their horizons and gain unrivalled experience as part of the UK City of Culture 2017 programme.

Katrina Rae, Drama and Music student

Thanks to cultivating relationships with the likes of the BBC, the University of Hull is offering students the chance to seize some amazing creative opportunities.

Katrina Rae, a Drama and Music student, was selected to perform recently on BBC Introducing, a showcase for new music and a hotbed for young talent. Gathering together talented students like Katrina, as well as inspirational music staff, the show was broadcast live from Middleton Hall's top-class music studios.

As part of a live broadcast, Katrina played a set of her own material from Middleton Hall, but whilst usually she would perform solo with just her guitar, this occasion gave her the opportunity to collaborate with classical music students, giving her songs a completely different sound.

On the back of her performance, she secured a gig as part of BBC Radio 1's Academy, which is designed to provide a week of inspiring events aimed at helping young people kick-start their careers in the creative industries.

"Being able to work with students who perform different styles of music – like collaborating with the classical music students for BBC Introducing – has really broadened my horizons when it comes

to my own material. If I wasn't here, I would never have thought of having strings on my songs but it really worked."

"I've always wanted to be a musician, however I do think that being able to perform at such awesome events has given me a lot more confidence and drive. I guess it's shown me that I've got as much chance as anyone else if I really want it enough. When I entered the competition for BBC Introducing I never, in a million years, thought I'd win."



I came to an open day at Hull and immediately wanted to come here. The staff, the facilities, everything was amazing..."

"I'm really inspired by the lecturers here. Not only are they really supportive of you as an individual, many are also performers – they know what it's like to write and play your own material because they do it themselves."

Katrina Rae,
Drama and Music student

Case Study

Professor Jane Thomas, English and Creative Writing

[View Video >](#)



Case Study

Pippa Brazier, music student

[View Video >](#)



About the Role: Chief Operating Officer

The Chief Operating Officer (COO) is a key role in the University's senior leadership team, supporting the Vice-Chancellor in the leadership, management and effective operation of the University. The COO will drive, and make significant contributions to, strategy and decision-making which enhances both academic and business-related performance across the institution. Organisational progress and development is at the heart of the role, ensuring that the University is competitive in terms of resources, efficiency, and quality of service provision. A leader of organisational culture and values, the COO shares responsibility for promoting the University and enhancing its stature and reputation.

The COO is primarily responsible for University-wide financial planning and operations, and direct service delivery of key corporate functions including finance, information services, Marketing and Student Recruitment, facilities management and estates. Working closely with the University Registrar and the Director of HR and OD, this role will be pivotal in ensuring that the strategy and operations of professional services are effectively and efficiently aligned to support academic excellence. Leadership and management of strategic change as part of a cohesive senior team is fundamental to this role.

The COO reports to the Vice-Chancellor. A number of Directors of service departments, in turn, report to the COO.



Key Responsibilities

- Work as a key member of the University's Leadership Team, playing a central role in the development and implementation of the University's Strategic Plan.
- Develop and deliver the strategy for diversification of income, value for money and return on investment across the University, in collaboration with other members of ULT.
- Lead on the design, development and service delivery of the University's professional services which underpin effective operations in both corporate and academic units. This includes the inception and management of strategic change programmes aligned with the University's over-arching objectives and plans.
- Lead on improving organisational efficiency and competitiveness through the effective management of our physical and digital resources and corporate services, working closely with the University Registrar and the Director of HR and OD in their respective roles.
- Directly responsible for the leadership and management of Finance, Estates and Facilities, Information Services (including the Library) and Marketing, Communications and Student Recruitment Services.
- Manage commercial entities and campus enterprises which fall within the remit of the role.
- Drive high performance across the operations portfolio, ensuring collaborative working and clear accountability. Ensure confidence in the services provided.
- Provide information, insight and advice to senior leaders across the University on efficiency of operations, enabling them to optimize their own areas of responsibility.
- Lead and develop the University's investment planning, capital plan and estates management, optimizing returns, facilitating institutional priorities and providing institutional assurance.
- Lead the University's strategy for the planning, investment and administration of marketing and student recruitment, aligning it to support the University's strategic priorities and opportunities.
- Lead the strategy and efficiency of corporate technology and digital systems, ensuring integrity of data and information, and conformation with all legal requirements and University policies.
- Responsible for the technical provisions around pay and pensions for staff, working closely with the Director of HR and OD to ensure efficient and effective staff payment and reward, and assisting the trustees of the UHPAS pension scheme with financial and related support as appropriate.
- Participate in corporate management and governance, including ULT, Senate and Council (and their committees), and chairing committees as required.
- Ensure that the University complies with the relevant legislation with regard to all its financial matters and operating procedures, including oversight of the relevant policy frameworks.
- Identify and evaluate resource-related risks, developing options and strategies to manage and mitigate risk with courage and insight, incorporating them in the institutional risk register where appropriate. The COO will also take the lead on finance-related internal audit matters, working with the University's internal auditors in liaison with the University Registrar and associated governance committees.
- Advise and support members of the University's Council in the discharge of their responsibility for the safe stewardship of assets.
- Keep abreast of national and international policy and practice affecting operations in the HE sector, including relevant legislation, and informing strategy and delivery in the University accordingly.
- Provide collective leadership around Equality and Diversity, Health and Safety, Data Protection, Fraud and Bribery, to ensure the University's highest standards are met.
- Build and maintain positive relations with the campus trade unions, ensuring constructive and participative engagement on both strategic matters and those which fall directly under the remit of this role.
- The COO will take on the role of director or trustee of external organisations which are of interest to the University, as determined by the Vice-Chancellor or Council.
- Develop the University's profile with external stakeholders in order to make it more visible, representing the University with partners and at events, and liaising with external stakeholders, in the local, regional, national and international arenas.
- Undertake any other duties as may be assigned from time to time by the Vice-Chancellor.



Person Specification

Knowledge and Qualifications

Expert knowledge of strategic leadership and management, as evidenced through post-graduate qualifications

Strong applied knowledge of financial and resource planning, performance management, service delivery and estates management at an organisational level, as evidenced through training and experience

A comprehensive understanding of Higher Education purpose, governance, funding and markets

Experience

A strong career track record of leading, delivering and developing diverse professional services which underpin a large and complex organisation

Experience in transforming processes, systems, data, culture, and skills to deliver competitive advantage

An experienced senior manager confident in working at Board level to lead strategy, manage risk, drive performance and engage internal and external stakeholders

Experience of designing, delivering and evaluating major projects

Experience of coordinating and assuring complex capital and revenue budgets, physical and digital resources, and business planning processes, which are strategically aligned across the institution

Competencies

Excellent written and oral communication and presentation skills to engage diverse stakeholders effectively with complex issues and ideas

Ability to build effective partnerships and collaborations between individuals and stakeholder groups, engendering shared purpose and the opportunity and motivation to achieve objectives.

Change leadership and management impacting strategy, operations and culture

Ability to optimize business operations in the current digital environment, and realise future digital potential

Confident, evidence based decision making, balancing opportunity and risk

Strategic planning and implementation, including comprehensive project management skills

A creative, solution-focused approach to solving complex problems

A strong customer service ethos and high quality standards

Values diversity and difference, operates with integrity and openness, and encourages collegiality through an engaging leadership style



Further Information



Remuneration

The role attracts a highly competitive starting salary. Further salary progression and enhancements will also be achievable, based on a combination of performance in role and regular salary benchmarking.



Pension

The University offers an opportunity to join the Universities Superannuation Scheme (USS).



Relocation

For those relocating nationally or internationally a generous relocation package is available. For further information please speak with: Belinda Beck at Saxton Bampfylde on belinda.beck@saxbam.com or 020 7227 0880

Each year, we set out our University priorities under the structure of the People Plan and work collaboratively to deliver tangible improvements which support achievement of the University's ambitious goals.

It is a journey on which we need to focus on our objectives, celebrate the achievements and continue to aspire high. Our approach needs to be both flexible and agile to respond to the voices of our stakeholders and the ever-changing external world, but there must be consistent clarity of commitment to our overarching goals and true alignment with our University values and principles. For further details on our People Strategy please speak with: Belinda Beck at Saxton Bampfylde on 020 7227 0880

Appointment Process

Applications should consist of a CV accompanied by a covering letter addressing the criteria in the role information.

Applications will open on Friday 29th March 2019. Closing date for applications is noon on 29th April 2019.

The Chief Operating Officer will be appointed by a formal Selection Committee who will hold a candidate review meeting shortly after the closing date, with notifications being sent to preliminary shortlisted candidates during week commencing 6th May 2019.

Informal questions regarding the post should be directed to Belinda Beck at Saxton Bampfylde on belinda.beck@saxbam.com or 020 7227 0880

Preliminary shortlisted candidates will subsequently be invited to visit the University and meet a range of senior staff during week commencing 27th May 2019.

Process concludes with shortlisted candidates meeting the Selection Committee for the formal interview process, chaired by the vice-chancellor on 3rd June 2019.

An appointment will be made subject to satisfactory references, in line with the usual terms and conditions of employment the University.

Saxton Bampfylde Ltd is acting as an employment agency advisor to the University of Hull on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code KHUP.

Click on 'apply' and follow the instructions to upload a CV and cover letter, and complete the equal opportunities monitoring* form. Closing date for applications is noon on 29th April 2019.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Applications via:

Recruitment Statement

We want to provide full information to you at an early stage to enable you to make an informed decision as to whether you are committed to pursuing this position and to outline the University's expectations of all candidates taking part in our recruitment process.

Once you have reviewed the information in this brochure, and in fairness to everyone concerned, we would ask that you give serious consideration to proceeding further with this process if you think you may not accept the position should it be offered to you.

The role will be located in Hull and there is a requirement that the successful candidate will live within commuting distance of the Hull campus. If this might involve a re-location for you, it is of course important that candidates consider how the move might affect anyone who may accompany you (for example, early consideration may need to be given to local schooling, housing and other employment

opportunities where other family members are involved as early as possible). We will support you as much as possible with this and are happy to discuss any concerns you may have. We would ask you to agree to undertaking a positive, open, and transparent dialogue with us throughout the recruitment process, raising questions and any concerns as early as possible.

Information relating to the reward package, along with relocation details, if applicable, will be supplied to those short-listed for interview. Hull engages in a variety of domestic and international benchmarking exercises to ensure we are extremely competitive in the level of reward and recognition we provide, therefore we are confident that any offer made will be strong and competitive.

If you are happy to continue in your application for the position in light of the above expectations, we would very much look forward to hearing from you.

Your Life in East Yorkshire

East Yorkshire and Northern Lincolnshire has something to offer everyone - a place where your family can go walking in the Wolds one weekend and be on the beach the next. A place that was UK City of Culture 2017 and where you can afford to choose between a beamed cottage in a picturesque village or a large family home overlooking the Humber Estuary.



Deciding to relocate is a big decision for all the family and you need information on everything, from homes and businesses to sports and events.

As a region, the area is progressive, seeing billions of pounds worth of private sector investment across multiple thriving industries - leading to a diverse array of opportunities, which also include public sector improvements: such as the development of multi-million pound leisure and cultural facilities. Investment in retail and historical realm works are also being made across all four local authorities - enhancing the area's vibrancy and solidifying its legacy for future generations to come.

The region offers low commute to work times allowing that sought-after work-life balance, lower than average house prices, a fantastic choice of schools and areas of unrivalled natural beauty.

This remarkable region has so much to offer in terms of landscape and heritage, and something for all the family when it comes to shopping, dining and days out. And, with the beautiful countryside of the Lincolnshire and Yorkshire Wolds making up a huge proportion of the area, outdoor lovers will have a wealth of different areas for walking, riding, cycling and running.

When it comes to dining out, the Humber boasts an eclectic array of award-winning restaurants, gastro pubs and independent coffee shops with delicious, fresh and locally-sourced produce. From a fantastic selection of shops, with everything from designer boutiques, high street shopping and independent retailers; you'll be spoilt for choice if you're after some retail therapy.

There has never been a better time to make Hull your home, as the cost of living remains among the lowest in the UK and following its incredible transformation - this is only the beginning.

By 2019 the redevelopment of Hull's Fruit Market will be complete; the £80m project will include 109 new homes that will sit alongside a hub of independent shops, boutiques and the beautiful Marina. The development will become Hull's 'urban village: a unique and vibrant cultural quarter that seeks to marry Hull's incredible history with its ever-growing cosmopolitan culture.

Beverley is one of the largest market towns where life is thriving with an eclectic combination of designer boutiques, award-winning restaurants and independent cafés. Architecturally, it's a unique and beautiful place; cobbled streets lined with Georgian houses surround the town centre with its striking Minster poised above the skyline.

Find out more about the region at:



Candidates should apply for
this role through our website at
www.saxbam.com/appointments
using code **KHUP**

alternatively, please contact:

Belinda Beck

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GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.