



SOLENT
UNIVERSITY
SOUTHAMPTON

CANDIDATE INFORMATION

VICE-CHANCELLOR

WWW.SOLENT.AC.UK

Saxton Bampfylde



WELCOME

Thank you for your interest in the role of Vice-Chancellor at Solent University.

With a strong track record of innovation and creativity, Solent has grown to become one of the leading new universities, with strong local roots as well as a renowned international reputation. We have embedded ties in the city, Solent region and beyond, and strive to make a significant contribution to the communities we serve, while putting our students at the heart of everything we do.

We offer a broad and flexible 'real world' curriculum, with a strong focus on employability and practical skills at undergraduate, postgraduate and professional level. We are also research-active, focused on creating opportunities and working in partnership to address societal challenges and find innovative solutions, and keeping real-world application and research-informed teaching central to our learning approach.

This year, Solent is once again celebrating rises in all the major university league tables, continued success in the National Student Survey, and a TEF silver award for our excellent teaching quality.

Solent is in an exciting time of development, both through its £100 million estate development plans, and in our strategic vision and ambitions to build upon our already excellent reputation as a leading modern university. We are growing our teaching and learning opportunities, such as expanding our apprenticeship offer and updating our curriculum to ensure they deliver relevant skills that our students need for the future job market.

The recent openings of our new £28 million sports complex and our world-class maritime and nursing simulation suites represent a fantastic opportunity, not just for our students, staff and the public but also act as sources of business opportunity and income growth and will grow our UK and international stakeholder partnerships even further.

We are looking for a creative, resilient Vice-Chancellor who can navigate and lead the University to new heights; is commercially minded and financially astute, a strong, media-savvy people-leader, who can inspire confidence and excitement in both our academic and professional services teams during this time of great change in the higher education sector.

Solent is committed to ensuring that the University adds value to the local community, engaging with local FE partners to enhance our reputation and build relationships – we are proud that Solent has around 70% of students coming to us as the first in their family to go to university and we are committed to ensuring social mobility and excellent onward outcomes for our graduates.

We have an ambitious strategic plan and a commitment to developing grounded and enterprising students who, whatever their background, leave us with the skills employers are looking for. This means Solent is an exciting place to be for those who truly want to make a difference.

We look forward to meeting you.

Best wishes,

Phil Cotton
Chair of Governors



A LOCAL, REGIONAL AND INTERNATIONAL UNIVERSITY

We are dedicated to the pursuit of excellent university education that enables learners from all backgrounds to become enterprising citizens and responsible leaders, while also promoting economic and social prosperity for the communities we serve.



£100 million campus investment (2010–2020)



Home to **world-leading research** in communication, cultural and media studies, and art and design



71.4% (+0.1% on the previous year) of awards in 2017–2018 were Good Honours (1 or 2:1)



Top ten in the UK for graduate start-ups in the Higher Education Business and Community Interaction (HE-BCI) survey, 2016/17



Ranked 85 out of 132 *Sunday Times Good University Guide* 2019. Up from 100 out of 129 in 2018



Ranked 73 out of 121 *Guardian* League Table 2020. Up from 81 out of 121 in 2019



One of the **world's leading maritime institutes**



The Economist has ranked us **12 out of 124** institutions for boosting graduate earnings

Source: The Longitudinal Education Outcomes (LEO), 2017



Rated **silver** in the Teaching Excellence Framework (TEF)



Rated **five stars** for teaching and inclusivity in the QS World University Rankings, 2017



Solent ranked in the top 30 in the country for scores for 'Academic support', 'Learning opportunities' and 'Student Voice'



PUTTING PEOPLE AT THE HEART

Providing an excellent people experience where staff and students live the Solent Values – respect; ownership; inclusivity; engagement; integrity; and teamwork - is central to everything we do.

The people who work here play an essential role in delivering our vision for the University. We are committed to developing our staff to their full potential, rewarding excellence and recognising the value that diversity and equality offer in producing a vibrant, inclusive and innovative learning community.

For the last three years the University has held a Staff Awards ceremony to celebrate the success of our inspirational staff members. These individuals are nominated by their colleagues and chosen by a judging panel from across the institution.

Throughout the rest of the year, a wide range of work takes place to shape Solent's people experience, from our staff forum Solent Voice, giving colleagues the opportunity to shape University policy, to the development of a new university-wide Mental Health and Wellbeing vision, ensuring everyone knows where to turn if they need support.

At Solent we offer a range of opportunities for professional and personal development, including a programme of essentials training for all staff; degree and higher-level apprenticeships; annual performance and development reviews; and access to a wide range of professional CPD programmes delivered in-house and via our online learning platforms.

We encourage our people to take responsibility for their own learning and development through self-directed learning and by engaging with our Career Pathways, offering them the opportunity to enhance their skills and experiences across a wide range of areas.

All of these initiatives allow us to attract and retain talented individuals in both our professional services teams and our academic schools, supporting Solent to thrive as a modern university and achieve our strategic objectives.

DELIVERING AN EXCELLENT STUDENT EXPERIENCE

As soon as our students start life at Solent, we commit to offering them an excellent student experience to enable them to leave us as graduates with confidence, ambition and a desire to make a difference.

This includes ensuring that all our learners receive the support and guidance they need to make the most of their time at the University. Whether they are having financial difficulties, need additional help with academic skills, or want advice on setting up their own business, our specialist teams are ready to offer advice and guidance.

To prepare for life beyond graduation, our students have access to our Solent Futures careers advice and employability service, where they can receive support with personal development and wellbeing. Our in-house consultancies and agencies also give students a wide range of opportunities for paid work experience with employers and other organisations, providing them with additional skills to add to their CVs as they look to enter the world of work.

Employers are expecting more than ever from modern graduates. Our job as a modern university is to provide our students with an excellent experience to help them graduate ready to exceed those expectations - equipping them with the hands-on skills and workplace confidence they'll need to succeed.



OFFERING FIRST CLASS TEACHING AND LEARNING

At Solent, we aim to deliver innovative, inclusive and intellectually stimulating teaching, to develop self-confident and highly employable graduates

We offer courses ranging from foundation and honours degrees to master's degrees and doctorates. In addition, we run a range of apprenticeship programmes to meet employer requirements. Our wide range of short courses and sport coaching courses are aimed at the continuing professional development (CPD) market.

Recognising the challenges of combining study with ongoing work, delivery is extremely flexible: our short and CPD courses are commonly available either full-time or part-time, and course content can be delivered face-to-face on campus, in the workplace, or through blended or distance learning.

All our courses are designed with employability in mind, which makes industry-based learning a priority. In fact, we've recently introduced a new, real-world curriculum framework – an approach based around 'personal knowing'. This challenges our academic staff to be critical and creative in applying theory to practice, develop skills that will ensure success in the workplace, and to inspire a love of learning that continues far beyond the university experience.

The Solent Learning and Teaching Institute supports the University in its goal of providing an excellent student learning experience, by helping develop the delivery of innovative, inclusive and stimulating teaching. The Institute offers a range of programmes to help academic colleagues to continuously improve their teaching practice, including CPD, peer practice exchange and Solent unit evaluation.



IMPACT THROUGH COLLABORATION

CREATE, SHARE, LEARN

Solent is a dynamic, modern university focused on creating opportunities and working in partnership to develop innovative projects.

Research and innovation is a strategic priority for us and, from plastic pollution to fashion and construction or the maritime industry, our academics are driving the latest knowledge and thinking on sustainability, climate change, sports fitness and much more.

Our annual Festival of Ideas aims to creatively explore how the University can collaborate with a range of partners to tackle the challenges and change affecting our social, cultural and economic futures. Representatives from community organisations, business and industry are invited to take part in a week of events and activities that explore how we can work together to tackle some of the greatest challenges facing society and be inspired by the innovative projects taking place across the University.

Looking externally, this year we are working together with the Hampshire Chamber of Commerce, the Solent Local Enterprise Partnership and other local Universities to run an event that provides local business owners with a chance to find out about regional development plans and explore new opportunities for skills development and business growth.

As a creative, modern university, Solent has a strong record of research and innovation in the creative industries, with a focus on the fields of visual art and culture, music industries, screen research (film and television), and communications and creative writing. Rapidly developing research areas in creative and immersive technologies, such as virtual reality and augmented reality, are driving innovative research forward. We cover the range of the design process from inception through prototyping, to implementation and user experience and usability.

Solent's research teams also work with partners looking at a range of topics from the maritime industry, to providing academic evaluation of Hampshire County Council's Supporting Troubled Families project. Our research has a direct impact on people's lives – our Effective Crew Project findings are already getting maritime industry experts and leaders to think differently about how they crew their ships.



RESEARCH, INNOVATION AND ENTERPRISE

FIRMLY ROOTED IN REAL-WORLD LEARNING

Research doesn't just live in publications and journals - the effects of ground breaking research can be found everywhere you look. That's why research at Solent has always been firmly rooted in industry needs and real-world application.

Research at Solent covers a number of distinctive areas relating to sport, health and wellbeing, creative and digital industries, business and society, maritime, technology and the environment. The cross-pollination of ideas and approaches cultivates an atmosphere of collaboration and engagement.

Our dedicated team in Research, Innovation and Enterprise (RIE) provides cohesive support across the University research community, including the Researcher Development Programme and dedicated support for development of internally and externally funded research and innovation projects. RIE also administrates our growing Postgraduate Research programme and support Solent's submission to the Research Excellence Framework.

WORKING IN PARTNERSHIP WITH BUSINESS, INDUSTRY AND OUR COMMUNITY

As a dynamic, modern university, we focus on creating opportunities and working in partnership to address societal challenges and find innovative solutions. Solent researchers have researched topics such as gender imbalance among seafarers, sea traffic management, port energy and carbon savings, digital network models for museums-university partnerships, coastal vulnerability and environmental resilience, and fashion. Solent supports a variety of schemes to support collaborative work with local and regional industry, business, and community stakeholders:

- Knowledge Transfer Partnerships
- Research and innovation networks
- Collaborative and contract research
- Consultancy and funding support

Through collaborative work with companies in sectors as diverse as childcare, maritime, online media and transport, we have unlocked the University's expertise and contributed to innovation of regional, national and international significance.

RESEARCH, INNOVATION AND ENTERPRISE – CASE STUDY

<https://www.solent.ac.uk/about/documents/great-strides-2018.pdf>



EQUALITY AND DIVERSITY

PROUD TO BE DIFFERENT

At Solent, we don't just accept difference, we celebrate it and support it, for the benefit of our people, our students, staff and our community.

The University's equality objectives, which form part of our overall strategic plan, are integral in promoting and achieving fair treatment and equality for all and as part of this, we aim to foster a community with a culture of transparency, mutual trust and respect devoid of hatred and intolerance.

University staff can join our LGBT+ staff network – a supportive social group for employees who identify as lesbian, gay, bisexual, trans, non-binary, or are questioning their sexuality or gender identity. This group also supports many events both on-campus and in the local community, including the Human Library and Southampton Pride.

Solent also has a well-established Equality and Wellbeing committee, made up of students and staff, to proactively assist us in providing an excellent people experience underpinned by our values, and our genuine commitment to equality, diversity and inclusivity, irrespective of personal or protected characteristics.

This committee plays a key role in ensuring equality and diversity across the University, and leads on wellbeing initiatives, such as the introduction of our Mental Health and Wellbeing vision for both staff and students, launched earlier this year.

We believe that all our people should be treated fairly, regardless of their age, ethnicity, beliefs, sexual orientation, or gender. As part of this, Solent University is committed to continuing to work on closing the gender pay gap and is in the process of creating an updated action plan to determine the necessary steps to make this happen.



INVESTING IN OUR FUTURE

The long term investment projects, like our new sports complex, nursing suite and maritime situation centre, to ensure that we keep our facilities up to date and attractive to current and prospective students, and can recruit the best talent for our academic community and professional services.

Our new £28 million sports complex, one of a series of outstanding specialist facilities has just completed and is now open to the public, students and staff. Part of an ongoing £100 million estates development plan, the new sports complex comprises several sports halls, fitness studios, health and wellbeing gym, strength and conditioning gym and high-quality teaching facilities. The facilities will support excellence in sport, health and fitness related degrees and associated teaching and research.

The building will not only enhance the learning experience for students and staff, but also deepen the University's connections with the wider local community, and the support provided to the region's economic growth and development.

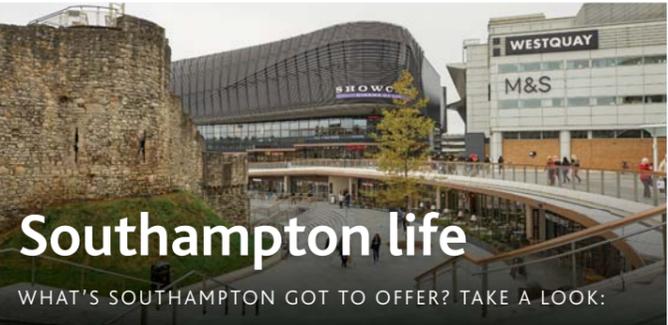
Our multi-million-pound investment to deliver our maritime education strategy has transformed our teaching facilities for cadets at our Southampton city campus. We are about to embark on a programme of work at our Warsash campus where our facilities by the water will continue to attract international companies and their staff for training that has a global reputation for seafarers and shore-based crew.

Chief Nurse for Health Education England, Professor Lisa Bayliss-Pratt officially opened our new nursing simulation suite in May 2019. The new facility includes a six-bed nursing simulation ward, care home and doctor's surgery. The new suite supports the development of the University's growing portfolio of nursing degrees and apprenticeships, which is a valuable and growing source of income for the University.

Other developments that students are already benefitting from include the award-winning Spark building, which offers five floors of innovative learning spaces and lecture-capture technology putting the focus on learning. We already have state-of-the-art creative facilities, such as a green-screen room and full TV production studios, to assist and support students across a range of subjects.

Solent posted a surplus of £8.3 million in 2017-18, compared to £5.3 million in the previous year. With an eye to the pending Augar Review and the uncertainty over fees and changes to post-18 education and Brexit, Solent has been scenario planning for a number of eventualities to ensure it is fit for the future and ready to deal with the ever-changing market conditions.

www.solent.ac.uk/about/our-policies-and-legal-information/financial-information



Southampton life

WHAT'S SOUTHAMPTON GOT TO OFFER? TAKE A LOOK:



Sport

Premier League football. County and international cricket. Climbing, skiing, sailing and watersports.



Music

Southampton's thriving local music scene includes small and indie venues like the legendary Joiners as well as megaclub Oceana – and everything in between.



CITY CENTRE CAMPUS

LIFE IN SOUTHAMPTON

Southampton is a city with something for everyone. From the hustle and bustle of the city centre to the laid back atmosphere of Ocean Village, Southampton's variety makes it a thriving University environment.

The city is home to many great entertainment venues, and is a regular stop on nationwide concert and theatre tours. The city centre features several museums, ranging from the city's involvement in pivotal sea and air conflicts to its rich medieval history.

Southampton's residents also enjoy access to a range of sporting venues, art galleries and spas and the city itself is only a short distance from some of the best countryside the South has to offer.

The city is also conveniently located only 75 miles away from London and has excellent transport links, with Southampton Airport and Southampton Central Station only a few minutes away.



Food

Oxford Street. Guildhall Square. Bedford Place. Bevois Valley. Ocean Village... If you're looking for cafes, restaurants, pubs and bars, there are little clusters of nightlife scattered around the city – plus Westquay's huge new complex, packed full of international dining options.



Shopping

One of the biggest shopping centres in the country, with around 150 big high street names. Plus the Marlands Centre just up the road, and unique boutiques scattered all around the city.

Transport links

Southampton is perfect for exploring the UK, with flights all over from Southampton Airport and fast rail and road links to London and beyond.



Campus

Our vibrant city-centre campus gives you easy access to Southampton's shops, culture, diversity and sport.



Culture

The south coast's biggest theatre, with all the big West End tours. Four cinemas, from arthouse to high-end. City-centre theatres and art galleries – including Solent's own Showcase Gallery.



Countryside

There are parks all over Southampton – and our campus is surrounded by fresh green space. Plus we have the New Forest National Park just east of the city, a perfect playground for runners, walkers, cyclists and anyone looking for a breath of fresh air.

VICE-CHANCELLOR

The Vice-Chancellor is responsible to the Board of Governors, directly and/or through its Chair, for the leadership, overall management, performance and strategic direction of the University.

PRINCIPAL ACCOUNTABILITIES

- Advise on the development of the University's corporate vision.
- In discussion with the Board of Governors, develop the University's strategic plan.
- Lead the implementation of the strategic plan.
- Define areas of operational priority for the University's future development and ensuring their achievement.
- Ensure the long-term academic viability and financial solvency of the University.
- Lead, manage and support an effective Vice-Chancellor's Group and senior team to maximise performance and optimise results.
- Adapt and implement changes as necessary to meet the changing financial and political landscape, to ensure that the University continues to be well positioned for future growth.
- Identify and acquire new funding streams and partnerships.
- As Chief Accounting Officer be responsible for the overall financial management of the University within approved University regulations, procedures and budgets.
- Ensure that the University has a Financial Strategy approved as required by OFS.
- Develop and strengthen the relationship between governors, students and staff, united in providing the highest quality learning experiences for students.
- Build, maintain and enhance relationships with local, regional, national and international partners to deliver the University's vision and strategic plan objectives.
- Build, maintain and develop an extensive network of relationships with key organisations and individuals that enable the University to enhance its influence, impact, market position and reputation.
- Deliver an outstanding student experience including excellent teaching quality, assessment, feedback and study environment; and high quality, internal organisation and management to enable students to excel in reaching the standards required for their awards.
- Extend and strengthen the university's research and scholarship portfolios consistent with its vision
- Continue to strengthen the University's market position, profile and reputation for excellence in teaching, employability and knowledge transfer.
- Champion equality and diversity in all aspects of the University's work.

PERSON SPECIFICATION

Academic Qualifications

- PhD or equivalent extensive technical expertise

Knowledge and understanding of

- The UK higher education policies and funding mechanisms for teaching and research, or evidence of an ability to quickly develop such an understanding.
- The factors that ensure excellence in teaching and learning, the delivery of a high-quality student experience and enhanced graduate employability.
- Policies and approaches relevant to the mission of a modern university that is responsive to local and national needs.
- The global nature of higher education, or evidence of an ability to quickly develop such an understanding.
- The economic and societal contributions expected of modern universities and the mechanisms for achieving success in this area of work.
- The political landscape in order to drive and develop the University's strategic position in a competitive market.
- How technology can be used to enhance the University's ambitions.

EXPERIENCE

- The track record to operate credibly at the most senior level within a university setting.
- Board level accountability (or equivalent) with experience of developing and successfully implementing the vision and strategic direction of an organisation.
- Leadership and strategic management experience gained at a senior level within an organisation of comparable scale and complexity.
- Leading sustained organisational development and improvement, as well as large-scale change projects such as estates development.
- Development of new, innovative and collaborative partnerships and networks between public and/or private sector and/or third sector organisations, including experience of establishing and maintaining positive relationships with business communities.
- Diversifying income streams, fundraising and securing income from commercial, charitable and public sector sources.

SKILLS AND ABILITIES

- A strong belief in the mission of the University and the conviction to promote this with energy and assurance.
- Ability to build credibility, trust and respect with academic and professional colleagues, both internally, across the higher education sector and other external organisations.
- A strong appreciation of the value of student opinion and a commitment to engaging with students.
- Excellent negotiating, influencing and networking skills.
- Excellent ambassadorial, interpersonal and communications skills and the proven ability to engage and respond across a wide range of stakeholders at local, regional, national and international levels including the media.
- Highly developed business acumen with entrepreneurial flair and an ability to calculate risks, make difficult decisions and be accountable for the outcome.
- A demonstrably strong commitment to equality and diversity.
- Personal resilience and the capacity to respond flexibly and creatively to new opportunities and challenges.
- An unquestionable track record of integrity, openness and honesty.



OVERVIEW

Mode of study	Headcount	%	Full-time equivalent
Full-time	8,908	80	8,606
Part-time	1,408	13	476
Sandwich	746	7	672
CPD/short courses	Almost 111,000 days' tuition, with more than 10,000 students per year		
Student status	Headcount	%	Full-time equivalent
UK	9,249	84	8,227
EU	1,209	10	1,020
Non-EU	604	6	507
Level of study	Headcount	%	Full-time equivalent
First degree	8,917	81	8,571
Other undergraduate	1,630	15	885
Postgraduate (taught)	449	4	257
Postgraduate (research)	66	0.6	41

Source: SU's student body based on HESA data for the academic year 2016/17.

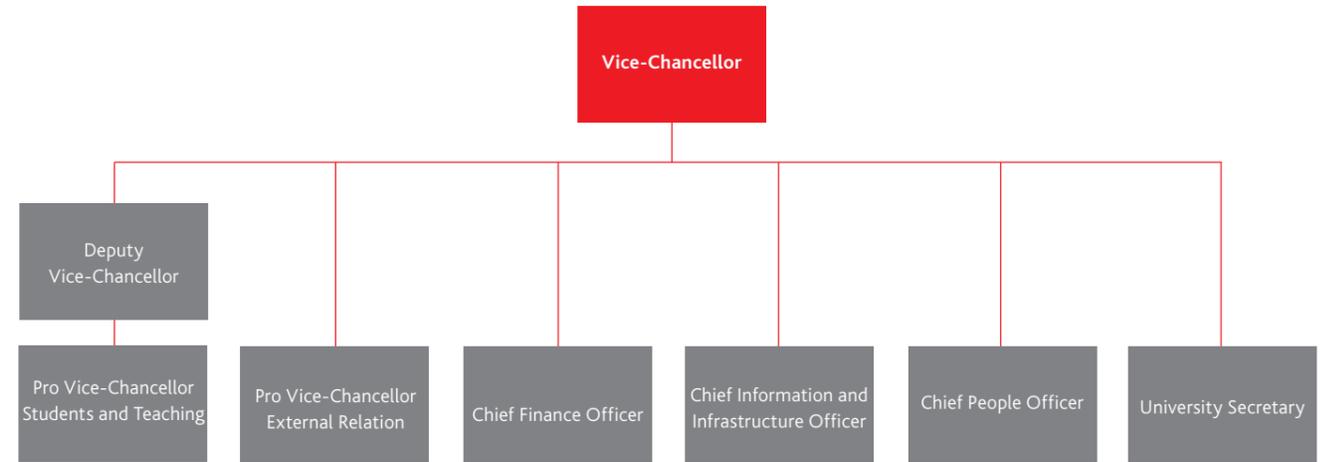
SCHOOLS

School	Headcount	%	Full-time equivalent
Art, Design and Fashion	1,963	18	1,766
Business, Law and Communications	2,954	27	2,394
Media Arts and Technology	2,629	24	2,543
Sport, Health and Social Sciences	2,162	20	1,988
Warsash School of Maritime Science and Engineering	1,221	11	1,004

Total number of students by headcount: 11,062
 Total number of students by FTE: 9,754



VICE-CHANCELLORS GROUP



UNIVERSITY VALUES

Respect: Respecting each other, recognising others' strengths and celebrating our diversity so that everyone can give their best.

Ownership: Owning and being accountable for delivering a welcoming and professional service and working with pace and commitment to deliver objectives and support strategic priorities.

Inclusivity: Ensuring through our teaching, support and work that we are inclusive, underpinning all the work we do at the University.

Engagement: Engage with focus, drive and enthusiasm to deliver excellent teaching, new initiatives and objectives, setting an example and motivating others to engage as appropriate.

Integrity: Act with professionalism and honesty in all our dealings with each other, our students, suppliers and partners of the University.

Teamwork: Working effectively and collaboratively and being united in delivering the priorities of the University in everything we do.

OUR LEADERSHIP BEHAVIOURS

The aim of our One Solent approach is to accelerate the delivery of our strategic objectives and, as one of Solent's leaders, you have a particular responsibility for creating the right conditions for rapid progress to be made.

Solent's six leadership behaviours have been created to help you assess your current strengths and areas for improvement, and guide your performance moving forward. They are:

- The Power of 'We'
- Communication
- Authenticity
- Role Modelling
- Recognition
- Empowerment

These can be remembered by using the following mnemonic "We CARE"

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Solent University on this appointment.

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

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on 2 August 2019.

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

Saxton Bampfylde

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