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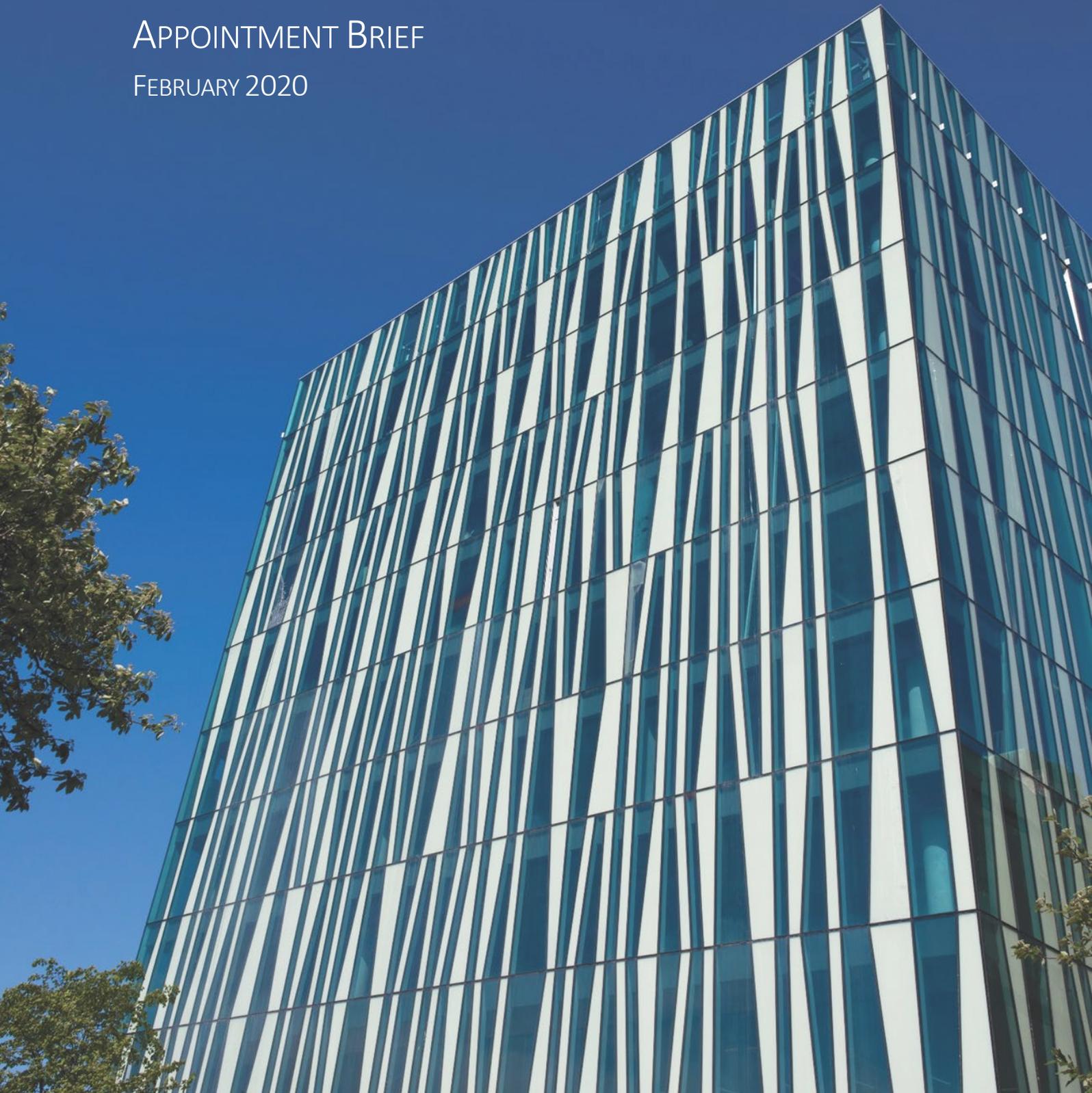
UNIVERSITY OF
ABERDEEN

CELEBRATING
525 YEARS
1495 – 2020

UNIVERSITY SECRETARY & CHIEF OPERATING OFFICER

APPOINTMENT BRIEF

FEBRUARY 2020



UNIVERSITY OF ABERDEEN

Open to all and dedicated to the pursuit of truth in the service of others

Aberdeen is a broad based, research intensive University, which puts students at the centre of everything it does. Outstanding in a wide range of discipline areas, Aberdeen has also been credited for its international reach and its commercialisation of research ideas into spin out companies. The University has over 16,000 matriculated students and 3,600 staff representing 130 nationalities. We encourage bold thinking, creativity and innovation, and we nurture ambition with many opportunities for professional and personal development in an inclusive learning environment which challenges and inspires.

2019 HIGHLIGHTS



CURRENT CONTEXT

The University will build on the significant achievements above in 2020 and beyond. Underpinning our high performance and significant growth is a £100m investment in Aberdeen’s estate which will include the completion of a new Science Teaching Hub, the regeneration of the historic King’s Quarter, and a new Business School building. The University has also invested in 50 new academic posts, and 2020 will see the launch of 5 Interdisciplinary, cross-institution Research Centres that will catalyse world-leading research in our areas of research strength. The 5 Interdisciplinary Challenges are: Energy Transition; Social Inclusion and Cultural Diversity; Environment and Biodiversity; Data and Artificial Intelligence; and Health, Nutrition and Wellbeing.

The University of Aberdeen is a recent recipient of The Queen’s Anniversary Prize, awarded to recognise world-class excellence in innovation and practical benefit to people and society. The University was given this award for health service research leading to improvements in academic and clinical practice and delivery of health care.

INTERNATIONAL

Aberdeen is also increasing its international presence, positioning the University as a global organisation, and building on its established partnership in Qatar with new partnerships in Sri Lanka, with the International Institute of Health Sciences, and in China, with Shanghai University and SCNU.

The University of Aberdeen is proud to be the first UK University to operate on a dedicated campus in Qatar. Phase 1 of this partnership with AFG College has successfully recruited over 600 students. Phase 2 will see the creation of a substantially larger campus, with capacity for at least 5,000 students and research activity. For further information on our Qatar campus, visit <https://www.abdn.ac.uk/qatar/>.



ABERDEEN 2040

On Founders' day in 2020, our 525th anniversary as a University, we launched our new strategy 'Aberdeen 2040'. Over the next 20 years, four strategic themes will shape our learning, discovery and strategic actions:

INCLUSIVE: We welcome students, staff and partners from all backgrounds, organisations and communities. We value diversity.

INTERNATIONAL: We connect with others and extend our networks and partnerships around the world. We think across borders.

INTERDISCIPLINARY: We innovate in education and research by generating, sharing and applying new kinds of knowledge. We learn together.

SUSTAINABLE: We understand and nurture our environment, and take care of our resources, including our people and our finances. We work responsibly.

OUR EDUCATION

Recognised as the Scottish University of the Year in the Times and Sunday Times Good University Guide 2019, we remain true to our roots as an ancient Scottish university, combining breadth and depth in our degree programmes and drawing strength from the quality of our research. Our flexible curriculum encourages students to grow as independent learners and therefore to thrive as graduates in the diverse workplaces of the future and become change-makers across the globe. Our education is open to all and we are setting ambitious targets to further widen access.

OUR RESEARCH

Researchers at the University of Aberdeen have been at the forefront of innovation and excellence throughout the centuries, generating insights in medicine, science, engineering, law, social sciences, arts and humanities. This research has contributed to five Nobel prizes as well as other awards such as the Queen's Anniversary prize. Our research is intellectually rigorous, working within our established areas of excellence as well as new methods of enquiry. We will continue to generate new knowledge addressing economic and societal issues with ambition and imagination, ensuring that it is globally excellent and locally relevant.

For further details on the Aberdeen 2040 strategy, please visit www.abdn.ac.uk/2040.



GOVERNANCE AND MANAGEMENT STRUCTURE

The University of Aberdeen is a registered charity and a legally independent and autonomous institution. The governance framework of the University flows from various Acts of Parliament, statutes, ordinances and resolutions from which the University derives the power and authority to carry out its activities.

The University is currently undertaking a review of its governance. There is likely to be scope for increased resource in the support of governance as a result of the review.

Court & Senate

The University Court is the University's governing body and has ultimate responsibility for the affairs of the University. The Senate has governance responsibility for all academic matters, subject to the powers of Court. The work of Court and Senate is supported through various key committees, which focus on particular areas of University activity.

Senior Management Team

The Court delegates responsibility for delivering the University's Strategic Plan, as well as the overall management of operations, to the Principal and Senior Management Team (SMT) via the Policy and Resources Committee. The University's Senior Management Team is led by the Principal & Vice Chancellor – Professor George Boyne – who is the chief academic and executive officer of the University. The Principal is supported directly by the Senior Vice Principal and the University Secretary and Chief Operating Officer.

An organisational chart for the University Management Group is provided below. Members of the Senior Management Team are marked with an asterisk:

PRINCIPAL & VICE-CHANCELLOR

Professor George Boyne *

UNIVERSITY SECRETARY & CHIEF OPERATING OFFICER *

SENIOR VICE-PRINCIPAL
Karl Leydecker *

VICE PRINCIPALS

PROFESSIONAL SERVICES

ACADEMIC SCHOOLS

	Research	International	Education	Student Recruitment	
External Relations *	Marion Campbell *	Richard Wells *	Ruth Taylor *	Alan Speight *	Biological Sciences Graeme Paton
People Debbie Dyker *					Business School Martin Meyer
Estates & Facilities Angus Donaldson					Divinity, History & Philosophy Paula Sweeney
Finance David Beattie *	Institutional research strategy	Internationalisation strategy and policies	Learning and teaching strategy and policies	Online marketing strategy and recruitment	Education David Smith
Digital Information & Services Brian Henderson	REF Strategy	International partnerships	Student retention and progression	Student Recruitment and Marketing Strategy	Engineering Igor Guz
Academic Services & Online Education Gillian Mackintosh	Leadership of institutional research activity	European Partnerships	Teaching quality assurance and enhancement	Student Recruitment (International/ Home/ EU/RUK)	Geosciences David Muirhead
Planning Hulda Sveinsdottir	Graduate School	International Campuses	Widening participation	Widening Access	Language, Literature, Music & Visual Culture Michelle MacLeod (Acting)
Research & Innovation Liz Rattray	Impact & Knowledge Exchange		Student experience		Law Greg Gordon
Advancement Rob Donelson *			Student support		Medicine, Medical Sciences & Nutrition Siladitya Bhattacharya
					Natural & Computing Sciences Pete Edwards
					Psychology Arash Sahraie
					Social Science Mervyn Bain

ACADEMIC STRUCTURE

The University's academic structure comprises 12 Schools, each of which is overseen by the Senior Vice-Principal and operates within a framework of devolved budgetary and planning responsibility:

- Biological Sciences
- Business School
- Divinity, History and Philosophy
- Education
- Engineering
- Geosciences
- Language, Literature, Music and Visual Culture
- Law
- Medicine, Medical Sciences and Nutrition
- Natural and Computing Sciences
- Psychology
- Social Science

PROFESSIONAL SERVICES STRUCTURE

Professional Services activities are delivered through 9 Directorates. Each Directorate reports to the University Secretary and Chief Operating Officer:

- Academic Services and Online Education
- Development Trust
- Digital and Information Services
- Estates and Facilities
- External Relations
- Finance
- People
- Planning
- Research and Innovation





THE UNIVERSITY SECRETARY AND CHIEF OPERATING OFFICER

We are seeking to appoint an exceptional individual to this key role in the University's senior leadership team. The University Secretary and Chief Operating Officer will work closely with and support the Senior Governor, Principal and other members of the governing body, provide inspirational leadership, management and effective delivery of professional and corporate services across the University, and be responsible for all governance matters across the institution.

The US&COO is responsible for strategic leadership and development as well as the operational planning of the full range of professional and corporate services. The role will also ensure that the University Court acts within its powers and adopts the highest standards of good governance in the conduct of all business, and support and advise the Senior Governor, Principal and other members of the governing body more generally.

Governance

Ensuring appropriate Governance Structures, Policies & Processes by

- leading and delivering an ongoing review of the University's governance structures, policies, procedures and processes, and support their implementation through close working with the relevant leadership teams;
- developing and implementing a monitoring system to ensure continuing enhancement of the University's governance that guarantees it remains compliant with relevant regulatory frameworks;
- directing and overseeing formal Assurance processes and co-ordinating a high standard provision of legal services across the University;

Overseeing governance by

- Undertaking the duties required of the University Secretary by the Scottish Code of Good HE Governance;
- Providing guidance and advice in support of the Principal, Senior Governor, Rector, Senior Independent Member and other members of the University Court;
- Working across the University to maintain its commitment to high ethical standards in all its practices; and
- Fostering strong communication between the Senior Management Team and Court.

Operations

The University Secretary and COO will be responsible for

- providing effective, inspiring and motivational leadership, and developing a high performing team of Directors of Professional Services;
- leading and empowering the Directors of Professional Services to deliver strategic and operational ambitions;
- Identifying and supporting the delivery of key strategic priorities, ensuring the University's Professional Services are fit-for-purpose;
- ensuring that professional services grow their external revenue;
- undertaking an ambassadorial role as a key representative of the University in engaging with the wider sector and regulatory bodies;
- encouraging, embedding and further enhancing a culture of continuous quality enhancement in all aspects of Professional Services' performance;
- ensuring the effective and efficient provision of professional services to Schools, fostering a strong ethos of partnership working between the Directorates and Schools; and
- representing the University's interests on and to local, national and international bodies as appropriate.

PERSON SPECIFICATION

Operating at a senior level as a key member of the Senior Management team, the University Secretary and COO will communicate across the University at all levels. It is a wide-ranging and broad role that will require well developed skills and experience in the following areas:

Qualifications, Skills & Experience

- Significant relevant experience interacting with senior leaders at executive and non-executive level;
- Track record of success in operational leadership and management in a large and complex organisational context;
- A demonstrable ability to construct and implement strategic governance frameworks to address both short term and long term aims within a large and complex organisation;
- The proven capability to manage interdisciplinary board-level meetings;
- A sound knowledge of the risk management and regulatory issues within higher education, and approaches that will best enable the University to respond;
- The ability to effectively summarise and present on complex policy issues;
- Demonstrable awareness and understanding of the statutory and regulatory governance framework within Higher Education.

Leadership Skills & Experience

- Significant experience of working successfully at a senior level within a large, complex organisation and with multidisciplinary teams;
- A proven track record of efficient and effective management of resources, including the planning and co-ordination of significant staffing and budgetary resources;
- A proven ability to be innovative, strategic, and creative while maintaining attention to detail in the management of a complex organisation;
- The capability to lead a high-performance, open organisational culture which values and rewards autonomy in decision-making, delivery of outcomes, innovation and collaboration;
- A global outlook and an understanding of issues and challenges facing higher education;
- A proven track record of operating successfully within a complex stakeholder landscape;
- The ability to balance strategic objectives with the delivery of timely and high-quality services;
- Effective decision-making skills and the confidence to delegate and empower colleagues, alongside sound judgement and problem-solving skills.

Personal Attributes

- Excellent oral and written communication skills,
- Demonstrable ability to build and maintain relationships and work co-operatively in partnership with a variety of stakeholders at all levels, internal and external to the institution;
- An inclusive approach that facilitates the sharing of best practice across different areas and motivates staff to maximise their personal contribution to the University;
- Demonstrable evidence of dedication to equality, diversity and inclusivity;
- Ability to work under pressure to high levels of accuracy and effectively prioritise workload for self and others;

ABERDEEN AND ABERDEENSHIRE

With a population of approximately 230,000, the city stands between the Rivers Dee and Don. This historic city has many architectural splendours and the use of its sparkling local granite has earned Aberdeen the name of the Silver City. Recognised as the energy capital of Europe, Aberdeen nevertheless retains its old-fashioned charm and character making it an attractive place in which to live.

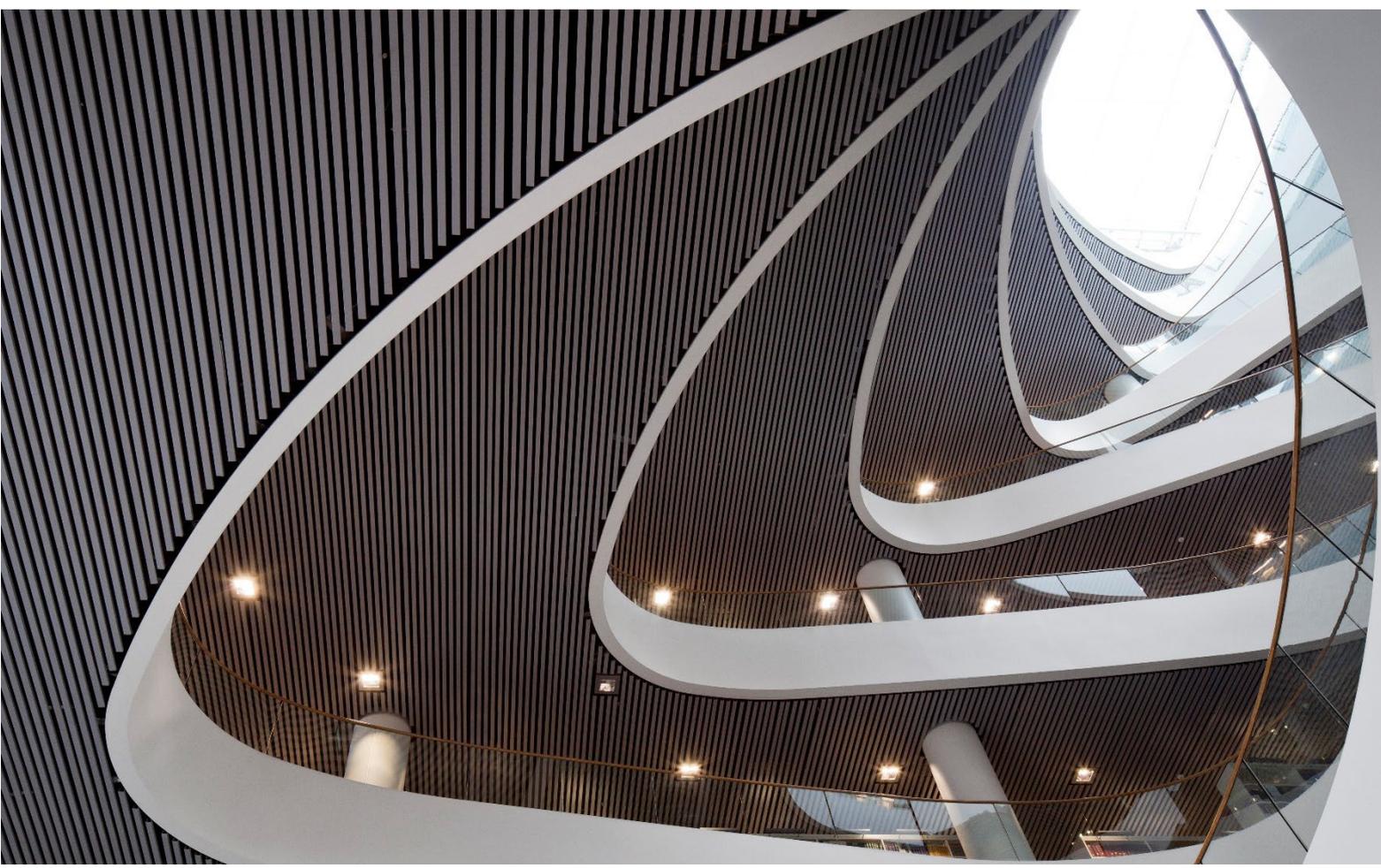
Aberdeen enjoys excellent communication services with other European cities - e.g. flying time to London is just over one hour with regular daily flights. There are direct air links to London (City, Heathrow, and Luton), Manchester, Birmingham, Leeds, Southampton, Belfast and East Midlands within the U.K. There are also flights to international hub airports: Amsterdam (Schiphol), and Paris (Charles De-Gaulle as well as flights to other European destinations (<http://www.aberdeenaairport.com>). Road and rail links are also well developed.

The Grampian Region which took its name from the Grampian Mountains has a population of approximately 545,000. It is made up of five districts – Aberdeen, Banff & Buchan, Gordon, Kincardine & Deeside and Moray. The city and the surrounding countryside provide a variety of urban, sea-side and country pursuits. Aberdeen has first class amenities including His Majesty's Theatre, Music Hall, Art Gallery, the P&J Arena, Museums, and Beach Leisure centre. Within a short time, beach pursuits, equine activities, salmon, trout and sea fishing, hill-walking, mountaineering, golf, sailing, surfing and windsurfing can be reached. The city and the surrounding countryside are repeatedly given high ratings for quality of life in surveys.

Aberdeenshire is one of Scotland's most appealing regions. Royal Deeside and the Cairngorms National Park are within easy access of the city, and there are a variety of towns and villages scattered along the coastline.

Aberdeen and Aberdeenshire cater for a wide range of tastes in sporting and cultural activities.

To find out more about Aberdeen and Aberdeenshire go to www.visitabdn.com



EQUALITY & DIVERSITY

The University values a diverse working environment and recognises the benefits this can bring. The University is keen to receive applications from individuals from across all of the equality protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).

The University supports opportunities for flexible working for a range of reasons and has policies in place to facilitate this. The policies can be found here: <https://www.abdn.ac.uk/staffnet/working-here/flexible-working--5607.php>

The University's commitment to gender equality has been recognised through the achievement of an Athena SWAN Bronze award at institutional level and across all its subject areas. The University is also a Stonewall Diversity Champion to further LGBT+ equality.

The University is signed up to Advance HE's Race Equality Charter, affirming the University's commitment to the charter's aim of improving the representation, progression and success of minority ethnic staff and students within higher education.

Candidates who are British Sign Language (BSL) user can contact us directly by using contact [SCOTLAND-BSL](#)

The University is delighted to be accredited as a [Disability Confident](#) employer and strives to ensure that disabled staff and students have the opportunity to work and study in an inclusive, accessible and supportive environment.

<https://www.abdn.ac.uk/staffnet/governance/equality-and-diversity-277.php>

HOW TO APPLY

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

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

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

The closing date for applications is 17:00 on **Wednesday 11 March 2020**.