



# **CANDIDATE PACK**

## **PRO VICE-CHANCELLOR**

### **(RESEARCH AND ENTERPRISE)**

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# A message from the Vice-Chancellor



With heritage in Britain's pioneering aeronautical industry, the University of Hertfordshire has been an innovative force in education for 70 years. We are a thriving community of just under 32,000 students and more than 3,000 staff members from a wide variety of backgrounds.

We support our students, staff and regional businesses alike to consistently reach their full potential. Our people dream big. They stand out and deliver, making a positive impact on their communities – local, national, and across the globe.

We're an anchor institution for the regional economy and community, providing hundreds of local businesses with the support and facilities they need to learn and grow each year. Our strong relationships with industry and award-winning careers services complement high-quality teaching to ensure Herts students gain the knowledge and skills they need to match their ambition and succeed.

In the latest Research Excellence Framework (REF 2021), we are ranked in the top 25% of all universities in the UK for research impact, and over three quarters of the University's research was ranked as 'world leading' or 'internationally excellent'. We are also ranked in the top ten in every section of the 2022 Postgraduate Taught Experience Survey.

Meanwhile in the 2022 National Student Survey (NSS), we achieved above the sector average for Student Voice and Learning Opportunities while our own overall satisfaction score is 76.29%. In our 2022 Staff Opinion Survey, 72% of our employees said they're proud to work here, testament to our wonderful culture. I am immensely proud of our community and all our recent achievements.

We have made significant investment in our campus over many years. In 2022, work commenced on the construction of a new building for our School of Physics, Engineering and Computer Science. It will transform the way we educate our students, and

it will become a hub for innovation, research and enterprise. Set to open next year, it will accommodate teaching and research under one roof, enhancing the student experience and creating stronger and more supportive academic communities and teaching spaces.

It is an exciting time for us to be recruiting for this Pro Vice-Chancellor role; we seek an outstanding leader to help build on our successes and shape the future of research and enterprise for the University. We are looking for leaders and innovators with a track record of successful research and enterprise leadership and deep understanding of the wider funding and policy landscape who can help enhance our position and develop and deliver a strategy that speaks to Hertfordshire's strategic priorities and strengths.

If you would like to be a part of our great community and help to transform lives, and you think you have the expertise we are seeking, we would be delighted to hear from you.



A handwritten signature in black ink, which appears to read 'Q. McKellar'.

**Professor Quintin McKellar CBE**  
**Vice-Chancellor**

# Welcome to the University of Hertfordshire

Set across two campuses and our Bayfordbury Observatory, less than 20 miles north of London, we are a thriving community of just under 32,000 students studying over 550 undergraduate, postgraduate and research degrees in the UK. We also have more than 6,500 students on courses outside the UK through international partnerships and franchise arrangements. We have approximately 3,000 staff members across the group and a turnover of £340 million. Over 50% of our students are female, 65% are Black, Asian and Minority Ethnic and 36% are the first in their family to go to university.

Our students are taught by lecturers with a wealth of experience, both in academic settings and across a breadth of industries. Their expertise, connections and supportive approach equip students with the right skills and confidence to thrive in their future careers.

The University of Hertfordshire is committed to having a positive transformational impact on every member of our community. This is reflected in our vision to transform lives by finding, inspiring and powering potential, giving everyone the opportunity to succeed regardless of their role, background or where they are from. Visit [go.herts.ac.uk/strategic-plan](https://go.herts.ac.uk/strategic-plan) to find out more about our 2020-2025 strategic plan.

Our Board of Governors have overall responsibility for the direction of the University. As Chief Executive, the Vice-Chancellor exercises considerable influence upon the development of the University strategy, the identification and planning of new development and the shaping of the University ethos. He is supported by the executive team – the Deputy Vice-



Chancellor, Secretary and Registrar, Pro Vice-Chancellor (Education and Student Experience), Pro Vice-Chancellor (Research and Enterprise), Pro Vice-Chancellor (International and Marketing Communications), and the Group Finance Director. Visit [go.herts.ac.uk/governance](https://go.herts.ac.uk/governance) to find out more.

Our teaching is delivered across seven academic schools: Creative Arts; Health and Social Work; Hertfordshire Business School; Hertfordshire Law School; Life and Medical Sciences; Physics, Engineering and Computer Science; and Social Sciences, Humanities and Education. Visit [go.herts.ac.uk/schools-of-study](https://go.herts.ac.uk/schools-of-study) to find out more. We also have nine

professional Strategic Business Units: Academic Registry, Enterprise and Business Development, Estates, Finance, Human Resources, Library Computer Services, Marketing and Communications, Office of the Dean of Students, and Office of the Vice-Chancellor.

Our strong track record of investing in our campus facilities is visible across our campuses. In 2022 construction of our new building for the School of Physics, Engineering and Computer Science began. The multi-purpose five-storey building will be a hub for teaching, innovation, research and enterprise. Visit [go.herts.ac.uk/campus-investment](https://go.herts.ac.uk/campus-investment) to find out more.

## Education and student experience

Excellence in learning and teaching is fundamental to the University of Hertfordshire. We develop students with the knowledge, skills and graduate attributes to succeed in business and the professions. Our high-quality teaching is informed by research, business and the professions to ensure authentic learning experiences for our students.

We have a variety of provision beyond traditional full-time programmes of study, through flexible study patterns, online programmes, and workplace learning opportunities such as degree apprenticeships.

Our commitment to inclusivity and eliminating degree awarding gaps is central to our practice and our personalised approach to pastoral support aligns with our mission to transform lives. We are committed to providing a culturally enriched and research-informed educational experience, and to equip our students with graduate attributes for life in a complex and rapidly changing world.

We pride ourselves on the strength and quality of our relationship with our students, delivered through our

Student Ambassador and Student Mentor Schemes, Student Representatives, Students' Union, and our Student Communications Strategy. Respecting and responding to the student voice is key to our student experience, as is putting the welfare of our students and their success at the heart of what we do.

## Research

Research constitutes a core part of the institution's activities, and it helps to further our objectives of achieving far-reaching engagement with business, communities, and national and international partners. Our research and knowledge exchange activities are closely aligned to meet the key future demands of business and society. We foster research with global partners, encouraging and supporting staff to apply for international collaborative funding to take forward our world-wide research and enterprise mission.

We have developed a dynamic environment and embedded research culture where research is expected to contribute to learning and teaching at all levels. This is evidenced by the latest results from the Postgraduate Research Student Experience (PRES) Survey in

2021, where we achieved an overall satisfaction level of 85%, putting our overall performance as 10th - 6% higher than the global average taken from the universities that participated.

We actively support the next generation of researchers through extensive researcher development and leadership programmes. These equip both research students and early career researchers with the transferable skills most sought after by employers, together with the confidence and ability to be successful in a wide range of leadership roles.

At University level our research is focused into six global challenge research themes: Food; Global Economy; Health and Wellbeing; Heritage, Cultures and Communities; Information and Security; and Space. These facilitate both interdisciplinary and multidisciplinary research together with significant external engagement with business and public sector organisations. Research is conducted in fifteen research centres together with a further twenty-five research groups and units, which have close links with professional organisations and other research institutions, facilitating collaboration and maximising the output and impact of their research.

In the latest Research Excellence Framework 2021, over three-quarters (78%) of the University's research has been ranked as 'world leading' or 'internationally excellent'. In addition, the proportion of our research that has been ranked as 'world-leading' has more than doubled since 2014, from 11% up to 26%. Our research has real-world benefits too: 90% of our research impact has been classified as 'outstanding' or 'very considerable'.

The University made submissions to 12 units of assessment, with strong performances across a broad range of subject areas, including ranking in the top 25% for research impact in allied health, business and management, and history. Computer Science saw 90% of its overall research ranked world-leading and internationally excellent, while psychology ranked joint first nationally for research impact, obtaining a 100% outstanding rating.





## Enterprise

We are recognised as an enterprising university in which our research, knowledge exchange and commercial activities are closely aligned to meet the key future demands of business and society. We provide a range of high-quality business expertise, consultancy, and client engagement with demonstrable outputs that meet the needs of our partner organisations.

We play a leading role in supporting the business needs of our region, providing a range of high-quality workforce training and Continuing Professional Development. Our unique all-campus business incubator supports student, graduate and external start-up businesses in the county and beyond – a service supported by our new Enterprise Hub, which opened on our de Havilland Campus in 2021.

The University has grown its income through the delivery of a wide range of services to the business community and the public via its subsidiary companies. The group also holds investments in some small start-up companies.

Exemplas Holdings Limited, a wholly owned non-profit distribution organisation, has a wealth of expertise in a range of disciplines that enhance the performance of small and medium-sized enterprises. It has been successful in providing a range of consultancy, including corporate development, leadership, skills, and training, change management, enterprise, and diversity expertise necessary to help local businesses prosper and grow.

## Global engagement

We have more than 13,000 students from overseas, and each of them adds significantly to the social, educational and cultural life on campus. The consequent expansion in the number of overseas alumni provides an invaluable network to support our ongoing international development activities.

Herts has been active internationally for many years and has a strong profile in its key overseas markets, which include Malaysia, China, India, Pakistan, Nigeria, and Europe. Global engagement is a key strategic driver, in terms of both developing access to its educational provision for individuals and organisations around the world and extending the global horizon of its staff and students.

We engage in international franchise and supported distance-learning partnerships around the world, and have an extensive network of overseas partners, delivering University of Hertfordshire programmes overseas and providing academic support for those undertaking remote study with us. We actively seek to encourage all our students to develop as culturally aware and engaged global citizens. This is enabled through strategies to internationalise and decolonise the curriculum, a diverse body of staff from across the world, and an extensive international exchange programme. This programme provides placement and exchange opportunities for staff and students within key discipline areas through our extensive international links and global college network.

## Awards and achievements

In 2021, the Institute for Fiscal Studies ranked Herts 16th in England for social mobility impact. Over 80% of courses are professional body accredited.

This year we climbed 12 places in the Complete University Guide 2023, now ranking 68th in the country.

We also climbed 13 places in the Guardian University Guide 2022 and are now ranked 90th. A number of our courses were especially highly ranked: 1st for Paramedic Science, and Animation and Game Design, 2nd for Social Work, 11th for Education, 14th for Economics, and 14th for Geography and Environmental Studies.

The University is one of only 38 universities awarded the Bronze Race Equality Charter mark. We also hold an Athena Swan Bronze award for gender equality at an institutional level, with two Schools holding Silver and five Schools holding Bronze awards.

We are one of only 20 universities awarded University Enterprise Zone status, and we have the most successful Formula Student Racing team in the United Kingdom.

## Employability and entrepreneurship

In addition to the highest quality teaching and learning, we tailor our programmes to the demands of employers, meaning that all schools work with employers in the industries that employ our graduates to shape our teaching programmes.

We have developed a successful record of encouraging our students to take on a wide range of student placements to enhance their learning opportunities and adaptability to the future jobs market. We have long-standing links with business, industry, public sector, and professional organisations.



# The University's Vision and Values

The University of Hertfordshire is a values-led institution.

The following core values inform and sustain all of our activities. We aspire to be:

- Friendly
- Ambitious
- Collegiate
- Enterprising
- Student-focused.

## Shared Responsibilities

The University of Hertfordshire's vision is to transform lives, whether that's our students or staff. This means whoever you are, we will support you to reach your full potential to succeed during your career with us. Our staff community comprises innovative individuals who want to develop, excel and add value by doing their very best.

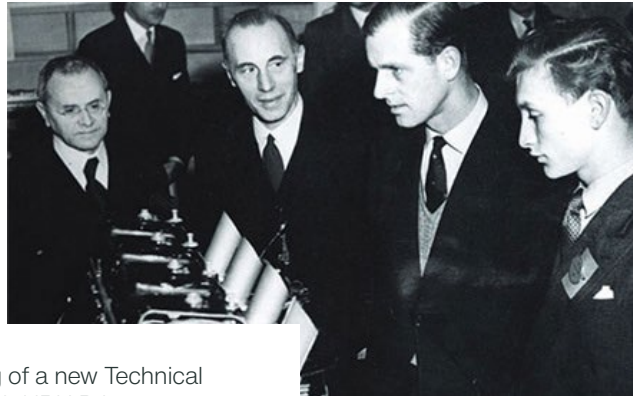
We each embody the University values to be friendly, ambitious, collegiate, enterprising and student focused. We are passionate about promoting and working in a diverse and inclusive staff community. Everyone who works for the University is encouraged to share in that sense of belonging, entitled to feel they are managed fairly, are valued and accepted, and understand they are being supported to succeed.



# Our history

1952 -  
1959

## Hatfield Technical College



1952 saw the opening of a new Technical College in Hatfield, with HRH Prince Phillip, Duke of Edinburgh performing the opening ceremony. With its roots in Britain's pioneering aeronautical industry, the College soon established itself as an innovative force in education, awarding our first BSc (Engineering) qualifications to external students of the University of London in 1959.

1960 -  
1968

## Hatfield College of Technology



In 1960, the institution was renamed Hatfield College of Technology and began to invest in computer science, buying the College's first digital computer in 1963 – a National Elliott 803B digital computer, at a cost of £24,010. In 1965, the college became recognised for 13 Honours Degree courses, including Computer Science and Civil Engineering, with BA (Hons) Business Studies coming a year later.



## 1969 - 1991 Hatfield Polytechnic

In 1969, the College was designated as Hatfield Polytechnic, and by 1970 had formed the best equipped and staffed Computer Centre in education. In 1975, the Polytechnic was reorganised into five schools of study and a centre for Management Studies.



## 1992 - 2012



Hatfield Polytechnic became the University of Hertfordshire on 29 June 1992. In 2003 the de Havilland Campus, a £120 million project, was opened by HRH Prince Philip, the Duke of Edinburgh. Professor Quintin McKellar was appointed Vice-Chancellor in 2011. He received a CBE for services to science in the same year. The £10 million Law Court building opened on the de Havilland campus later that year.

## 2013 - present



Recent years have seen an abundance of new campus developments. In 2013, building work began on the new College Lane Campus accommodation. The major project also included a gym, sports pitches and social spaces, and was completed in 2016. The £50 million Science Building was opened by HRH Prince Philip, the Duke of Edinburgh in 2016. Our Enterprise Hub and Institute of Sport opened in 2021, while in 2022 the Law Court building was named in honour of alumna and Visiting Professor Grace Ononiwu. Building on its law provision, the University became the first since 1997 to launch a new barrister training course.

# The University's Organisational Structure

## Academic Schools

The academic side of the University is arranged into 7 academic schools comprising:

- Hertfordshire Business School
- Hertfordshire Law School
- School of Creative Arts
- School of Health and Social Work
- School of Life and Medical Sciences
- School of Physics, Engineering and Computer Science
- School of Social Sciences, Humanities and Education.

## Professional Departments

There are 9 Professional Departments:

- Academic Registry
- Enterprise and Business Development
- Estates
- Finance
- Human Resources
- Library and Computing Services
- Marketing and Communications
- Office of the Dean of Students
- Office of the Vice-Chancellor.

Together these form the Strategic Business Units (SBUs).

## Board of Governors

The University Board of Governors has overall responsibility for the direction of the University. The Pro Vice-Chancellors report to the Vice-Chancellor, who is directed by the Board of Governors.

## The Academic Board

The Academic Board is responsible for academic standards and oversees all academic policies.

## The Office of the Vice-Chancellor

The Office of the Vice-Chancellor oversees the day-to-day running of the University, including staff leadership and student discipline.

## The University Court

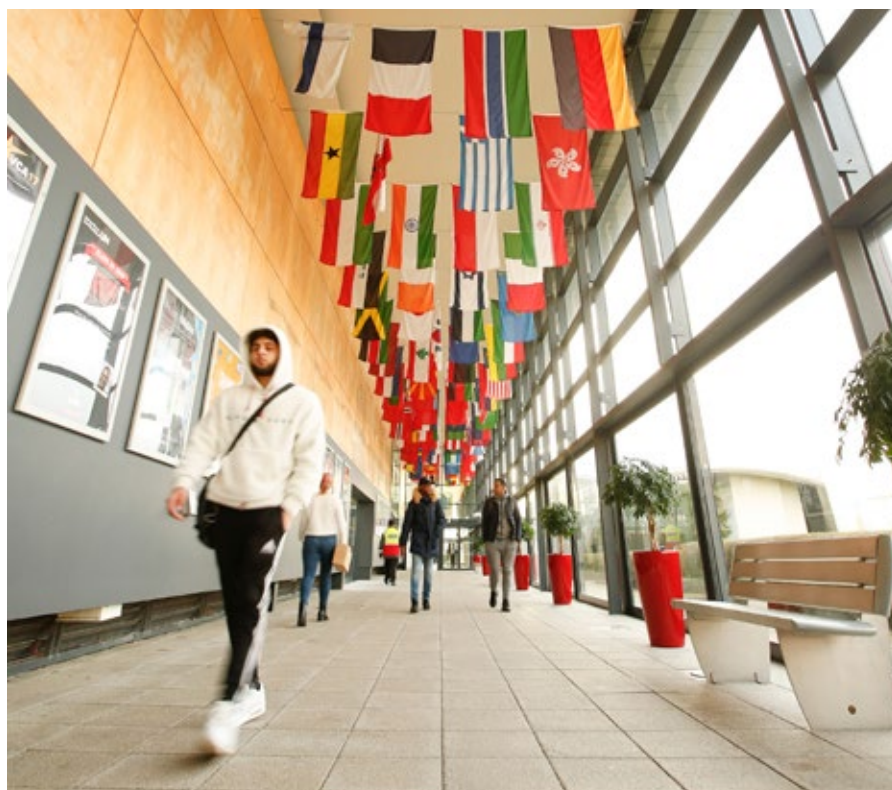
The University Court comprises leading members of the Hertfordshire community and is a non-executive body that advises the University on developing its objectives and looks at the University's impact on the wider community.

## Subsidiary Companies

The University has established a structure of companies through which it provides a range of services to students, staff and the wider community.

These include:

- Exemplas Holdings Limited
- Polyfield Property Limited
- Universitybus Limited (UNO bus)
- UH Ventures Limited.



# The role of the Pro Vice-Chancellor (Research and Enterprise)

## Main purpose of the post

The Pro Vice-Chancellor (Research and Enterprise) is the executive champion for research and knowledge exchange, providing strategic leadership for the evolution, oversight and delivery of the Research and Enterprise Strategies.

The post holder will work across the institution fostering both the research culture and one of entrepreneurship, innovation, and collaboration to drive excellence and growth across our research and enterprise portfolio. In delivering this ambition, the post holder will be responsible for developing dynamic, long-lasting and mutually beneficial partnerships with a wide range of organisations and individuals at both a regional and national level, and represent the institution externally promoting the value, relevance and socio-economic impact of our research and enterprise portfolio to industry and other stakeholders.

The post holder will be a member of the Vice-Chancellor's Executive and provide strategic leadership for the Research Office, Doctoral College, and Enterprise and Business Development Office, and be accountable for monitoring the delivery of key priorities and overall institutional performance in these areas, which includes the REF and KEF.



## Principal duties and responsibilities

- To contribute through the Vice-Chancellor's Executive and Chief Executive's Group to the university management, and strategic and policy development of the institution.
- Define and drive the institution's research and enterprise strategy(ies) and priorities to advance the institution profile, outputs and impact.
- Strategically lead the institution's research and enterprise endeavours, overseeing the delivery of priorities and performance to ensure sustained competitive advantage, excellence, and relevance of research and knowledge exchange.
- Strategically position, lead and oversee the University planning and submission to the Research Excellence Framework and Knowledge Exchange Framework to obtain the optimum outcomes.
- Set and achieve research and commercial income targets, focusing on growing income streams to maximize the impact and return on the institution's knowledge derived from research and/or teaching expertise.
- Develop, promote and facilitate international research collaborations together with university partnerships to both grow the volume and improve the quality of the research undertaken within the University.



- Build regional, national and global stakeholder collaborations and partnerships to meet business and industry needs through delivering impactful knowledge exchange, that responds to regional demands and national priorities.
- Enhance the internal and external profile of research and knowledge exchange at the University, in particular with key stakeholders including UKRI, EU, NIHR and other funding agencies.
- Represent the University externally, influencing thinking and participating in political forums regarding higher education's economic and social contribution, and enhancing the University's profile and reputation.
- Responsibility for research and knowledge exchange governance and the associated University policies. Accordingly, participate in the management of the University and membership of its senior committees including being chair of: the Research Committee; the PVC Research Management Group; the Knowledge Exchange Advisory Group.
- Develop and evolve the Research Centre model across the University operating together with the Research Themes and Knowledge Exchange Priorities within the University Enterprise Zone.
- Advise the Office of the Vice-Chancellor on the resources needed for the professional delivery and managed growth of research excellence and knowledge exchange within the University.
- Foster and promote an inclusive culture that facilitates an eco-system of innovation, entrepreneurship, and commercialization across the institution to drive research and knowledge exchange, whilst recognizing and rewarding staff and student contribution (including supporting the research and enterprise/entrepreneurship professorial pathways).
- Oversee the leadership of the Research Office, Doctoral College, and Enterprise and Business Development, line managing the Directors accordingly.
- Discharging the duties of a line manager for all staff directly managed by the PVC, including excellent people management, appointment, probation, appraisal, development, promotion and progression, and review of performance according to University procedures.
- Maintenance, through regular activity, of experience in academic delivery across, research and knowledge exchange at a minimum equivalent to 0.2fte.
- As determined from time-to-time, to chair or to serve as a member or officer of committees of the Board of Governors and the Academic Board.
- As determined from time-to-time, to be appointed to company directorships and where appointed, to chair boards of directors or to serve as an officer of boards of directors.

### Supervision received

The PVC will be accountable to the Vice-Chancellor and will liaise with Deputy Vice-Chancellor and other senior managers in undertaking the responsibilities and duties detailed above. The PVC will be expected to operate with a level of autonomy commensurate with the post in carrying out the above responsibilities and duties.

### Supervision given

The Pro Vice-Chancellor (Research and Enterprise) will be responsible for the management of the activity carried out by the Research Theme Champions. The Pro Vice-Chancellor is responsible for the management of the Director of the Doctoral College, the Director of Research Culture and Environment and the Director of Business Development and Engagement.

### Relationships/contacts

**Internal:** Senior academic and professional leaders throughout the University; members of the Board of Governors; and other university companies and groups as appropriate.

**External:** Appropriate professional bodies and senior leaders in funding bodies, UKRI, Research Councils, Research England, Innovate UK, OfS, research sponsors and other universities. PVCs with similar responsibilities in other universities, and senior managers in the relevant professional and community environments.

This document outlines the duties required, for the time being, of the post titled Pro Vice-Chancellor (Research and Enterprise) to indicate the level of responsibility. It is not intended to be a comprehensive or exhaustive list and the Vice-Chancellor may vary duties, from time to time, which do not change the general character of the post or level of responsibility entailed.



# Person specification

## Education and qualifications

### Essential

- Educated to doctoral level with significant academic standing and distinction in research/enterprise

### Desirable

- Membership of appropriate learned societies and / or professional bodies

## Experience

### Essential

- Demonstrable track record of outstanding leadership and managerial experience at a senior level, which will have included leading policy development, managing organisational change and turning plans into action.
- Significant senior management experience of research, commercialisation and knowledge transfer with a clear track record of delivering outputs and securing funding.
- Proven track record of enabling the highest quality research, enterprise activities, administrative service outcomes through leadership of people and management of financial resources.
- Significant experience of successful collaborative working internally and externally with clear success in building close partnerships with key influencers and partners.
- Experience of leading strategies that deliver organisational success and long-term culture change.

## Knowledge and Ability

### Essential

- A high level of strategic thinking and planning in order to deliver the vision for the future both internally and externally.
- A thorough understanding of the higher education sector, the research funding environment and national and international trends relating to university research and enterprise.
- A broad understanding of the differing needs and modes of research and business engagement across different disciplines contained within an anchor university.
- A clear understanding of inclusive research and its associated benefits.
- Understanding of financial management, budget planning and project planning with the ability to identify the drivers that optimise performance.
- The ability to develop networks, influencing and persuading people from a wide range of backgrounds to create affiliation, advocacy and action.
- Strong analytical skills and the ability to make logical, well balanced and reasoned decisions.
- Outstanding written and oral communication skills to articulate vision, strategy and direction and engage with a broad range of internal and external audiences.

## Behaviours and Attributes

### Essential

- A positive, inclusive and collegial leadership style with the ability to build effective relationships but also to make difficult decisions when necessary.
- A can-do attitude and approach with a commitment to equality and diversity and to developing staff.



- Strong authentic and collaborative leadership skills with the ability to inspire and motivate others.
- The capacity to initiate, recognise and implement creative methods of promoting and organising research and enterprise within a setting that values new approaches to familiar challenges.
- Commercially, financially and politically astute to be able to deliver financial and reputational growth.
- High level of personal motivation and mental resilience with considerable energy and stamina.
- Preparedness to travel internationally to represent the University Group as required.
- Embraces, embodies and is able to act as a role model to the UH values:
  - Friendly
  - Ambitious
  - Collegiate
  - Enterprising
  - Student-focused.

# How to apply

Saxton Bampfylde is acting as an employment agency advisor to the University of Hertfordshire on this appointment. For further information about the role, including details about how to apply, please visit [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using reference IAUHE. Alternatively telephone +44 (0)20 7227 0880 (during office hours).

Applicants are asked to provide suitable daytime and evening telephone contact details.

## Key dates

Applications should be made no later than 15 May 2023. Longlisting will be completed on 26 May 2023, and successful applicants will be invited to undertake further discussions with Saxton Bampfylde. Shortlisting will take place on 21 June 2023; shortlisted applicants will then be invited to an interview day which will include a formal interview panel.

The interview process will take place on 10 July 2023 and will include a tour of the campus and an opportunity to meet staff from the University.

The successful applicant will be expected to join us as soon as possible thereafter.

## Terms and conditions

The University will offer a remuneration package fully commensurate both with the significance of this appointment and the calibre of the successful applicant.

The successful candidate will be appointed as the Pro Vice-Chancellor on a five-year renewable tenure, subject to performance. The post will carry a competitive salary plus generous pension, private healthcare and 30 days' holiday. The postholder will be expected to be based on campus for the majority of the working week.

The details of the terms of appointment will be open to discussion with the preferred candidate. The successful candidate will be appointed on the University's senior management terms and conditions of employment.

Our vision is to transform lives and UH is committed to equality, diversity and inclusion practices. We are building a diverse community. We welcome applications from suitably qualified and eligible candidates regardless of their protected characteristics, and recognise there are different ways applicants may achieve the criteria in this document. In addition to the benefits above the post-holder will benefit from flexible location working for non-campus days, discounted Sports Village membership, personal and professional development and family-friendly policies. We are a Disability Confident Employer.



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