

CANDIDATE PACK

Pro Vice-Chancellor and
Head of College

College of Design, Creative and Digital Industries

UNIVERSITY OF
WESTMINSTER 



OUR UNIVERSITY

Under the inspirational leadership of Professor Peter Bonfield OBE, the University of Westminster is a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. Serving more than 21,000 undergraduate, postgraduate, apprentice and executive students, our mission is to transform the lives of young people from all backgrounds. We seek to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours.

Since our founding in 1838 we have stood out as innovators, committed to tackling social inequalities. In 2021, our University ranked 2nd in England out of more than 100 higher education institutions for social mobility. The ranking - produced by the Institute for Fiscal Studies and the Sutton Trust - compares the number of students from low-income backgrounds at universities, and the extent to which their studies helped them to move up the income ladder. Westminster has the second highest performance among universities in England.

As we focus forward to 2029, we will continue to do so in a way that is true to our progressive, compassionate and responsible values. Our education offer will be more personalised and authentic, giving students from all backgrounds an opportunity of transformative learning, helping them succeed in their studies and professional lives. Our curriculum will be employability-linked, leading to stronger outcomes and helping prepare our graduates for the world of work and for life. Our research and knowledge exchange will enable us to maximise our positive impact on societies in the UK and around the world in an environment where everyone is inspired to succeed. Our priorities of wellbeing, inclusion and sustainable development will help us as we navigate through the challenges and opportunities towards 2029.



OUR PRIORITIES

The University's 2022-2029 strategy, *Being Westminster*, sets us apart and builds on our unique history and achievements. In our University, we value social justice, moral conscience, inclusivity and equality, acting positively together to make change for good.

The University of Westminster has three priorities.

WELLBEING

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

INCLUSION

All Westminster, colleagues and students are in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated. As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.

SUSTAINABLE DEVELOPMENT

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions and activities and governance across our University. As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world. We are one of the top 20 universities in the world in SDG 5 for providing equal access and supporting the academic progression of women. We are one of the top 25 universities in the world in SDG 10 tackling economic, health based and international inequalities. We are in the top 50 universities in SDG 12 for promoting resource and energy efficiency, having a sustainable infrastructure, and providing access to basic services for all.



OUR OBJECTIVES 2022-2029

Against a backdrop of a changing and challenging higher education environment, the University has recently completed a major review of its objectives and strategy, and has published its commitments for the period 2022-29.

EDUCATION

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio. We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider-world through live projects, work-based learning and global opportunities. We will invest in our people to enable all teaching colleagues to plan and deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.

RESEARCH AND KNOWLEDGE EXCHANGE

Research and knowledge exchange are fundamental to our commitment to making a positive difference to the world and transforming lives. We are committed to research in four priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector leading and the foundation for great careers. In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose.

EMPLOYABILITY

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable the best possible employability outcomes. We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues.



A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, intended to transform our student experience and our engagement with business, industry and employers. The Centre will provide a game-changing experience through which undergraduate and postgraduate students from across Westminster will come together and practise enterprise; develop an entrepreneurial mindset and skills; access training, work, projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to be 'fit for the future' in the most challenging of post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

GLOBAL ENGAGEMENT

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Overseas partnerships will remain central to our global engagements. We will prioritise the outward mobility of our students to partner institutions, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.



OUR STRUCTURE

ACADEMIC STRUCTURE

Our structure is built to deliver an enhanced learning environment, stronger and broader industrial, international and professional connections and pioneering and impactful research. The University comprises three Colleges:

Liberal Arts and Sciences

- School of Social Sciences
- Westminster Law School
- School of Humanities
- School of Life Sciences

Westminster Business School

- School of Organisations, Economy and Society
- School of Finance and Accounting
- School of Applied Management
- School of Management and Marketing

Design, Creative and Digital Industries

- School of Architecture and Cities
- Westminster School of Arts
- School of Computer Science and Engineering
- Westminster School of Media and Communications

The University Executive Board comprises:

- Vice Chancellor and President
- Deputy Vice Chancellor (Employability and Global Engagement)
- Deputy Vice Chancellor (Education and Students)
- Deputy Vice Chancellor (Research and Knowledge Exchange)
- Chief Operating Officer and University Secretary
- Three Pro Vice-Chancellors and Heads of College

PROFESSIONAL SERVICES

Our Professional Services teams support the effective and professional delivery of our teaching, research and knowledge exchange and the management of student residences and sports facilities.

- Academic Registry
- Business Engagement
- Estates
- Finance and Commercial Activities
- Global Recruitment, Admissions, Marketing and Communications
- Information Systems and Support
- People, Culture and Wellbeing
- Strategy, Planning and Performance
- Student and Academic Services



COLLEGE OF DESIGN, CREATIVE & DIGITAL INDUSTRIES

The College of Design, Creative and Digital Industries (DCDI) brings together, under one umbrella, academic programmes, research activity and enterprise across the subject areas of Media, Arts and Design, Architecture and Technology. Established in 2018, DCDI was created recognising the convergence between technological development and the creative industries and the need to equip our graduates with the confidence to build their own portfolios and enterprises as well as exploring traditional career routes.

The College is made up of four distinct schools located over three campuses. The School of Architecture and Cities is based at our Marylebone Road campus, The School of Computer Science and Engineering operates from our campus on New Cavendish Street, and the Westminster School of Arts, and Westminster School of Media and Communication operate predominantly at our Harrow campus. Practice led and research-informed, we create, anticipate and analyse the potential of emerging trends and technology and influence the agenda through developing new avenues of academic research and innovative practice.

DCDI works closely and in dialogue with professional bodies and employers, industry and businesses, as well as statutory bodies and the third sector, to shape our programmes, connect our students and to inform and influence the creative industries, impact the digital economy and contribute to the well-being of people and society.

Our facilities include cutting edge studios, workshops, laboratories and collaborative space within which to explore, experiment, design build and create. Many of our academic colleagues are professional practitioners, and our researchers produce internationally excellent and world leading outputs that generate significant impact.

The College Executive Group consists of:

- Associate Head of College (External Relations)
- Associate Head of College (Education and Students)
- College Research & Knowledge Exchange Director
- Four Heads of School
- Director of College Operations
- Finance Business Partner
- People Partner
- Marketing Business Partner



JOB DESCRIPTION

Job Title: Pro Vice-Chancellor and Head of College
Reports to: Vice Chancellor and President or delegate
Grade: Level 6

ROLE PURPOSE

To provide strategic leadership to the College and across the University, as members of the University's Executive Board (UEB), to represent the University and to promote its values, distinctiveness and mission within London, nationally and internationally.

Pro Vice-Chancellors (PVCs) are accountable for providing academic leadership to deliver successful, high quality transformative learning and an exceptional experience for all students, ensuring that each College provides an infrastructure for high performing academic Schools, to contribute to a focussed, high-performing University.

To provide leadership and management of the College, to represent the College's interests in the formulation of University policy; to be responsible for the implementation of University policy within the College; to manage colleagues and resources of the College in a manner consistent with University policy and nurture inter-disciplinary and cross-School working.

In discharging these responsibilities, PVCs are supported by Associate Heads of College and Heads of Schools and may draw on the support of the Vice Chancellor and other members of the Executive, Directors of the University's Professional Services as well as local administrative teams.

The broad responsibilities of the PVC include:

- Academic leadership
- Strategic and operational planning
- Finance and infrastructure management
- Colleague development and management

PRINCIPAL ACCOUNTABILITIES

Leadership

To promote and foster excellence in teaching and learning, research, knowledge exchange, management and administration within and outside the College.

To establish an ethos of awareness and continuous enhancement of learning and teaching and the wider student experience and promote activity to support this within the College and beyond.

To build leadership capability, research profiles and academic reputation across the College, so colleagues are suitably prepared to take on more senior leadership roles in the future and ensure that succession planning is integral to leadership development and managing staffing changes within Schools.



To promote and foster a supportive working and educational environment that delivers equality and inclusiveness in all aspects of the College's operations.

To identify and promote opportunities that will enhance the College's capacity to achieve its strategic aims, including developing business cases for innovative programmes and initiatives that will advance the College's capacity to increase its revenue.

To work collaboratively with colleagues including Research Institute Directors on colleague work allocations and research hours allocation and take personal accountability for the financial and staff performance within the College.

To undertake specific delegated PVC responsibilities for the leadership of strategic priorities across the University as agreed with the VC or delegate.

Learning & Teaching

To promote and foster high-quality teaching and learning, alongside curriculum development, including inter-disciplinary advancements.

To ensure structures and operations exist to enable development, delivery and quality assurance of teaching and learning and cross-university contributions to build core transferable skills around creative and digital technologies, data analytics and languages within the College in accordance with University policy and Regulations.

To ensure structures and operations exist for coordination, collaboration and cross-institutional teaching practices within the Schools and across all Colleges.

To demonstrate personal commitment to high-quality teaching and learning within their own discipline.

Research & Knowledge Exchange

To provide leadership in promoting and fostering research excellence, including research training for colleagues and ensuring the maintenance of appropriate standards and processes for higher degree and postdoctoral supervision.

To provide leadership in the development, delivery and quality assurance of research and knowledge exchange activity in the College.

To maximise research effectiveness, including fostering links between individuals and appropriate research groupings within the University, to promote the growth of research grant success, and to exploit opportunities for knowledge exchange.

To monitor the research performance of colleagues and PhD students in the College as a whole and in the Schools/Centres within it.

To demonstrate personal commitment to research and/or knowledge exchange within their own discipline.

Strategic, Operational Planning and Governance

To lead the development and implementation of long-term and short-term plans including targets for student numbers,



research performance and colleague resourcing complements for the University's planning processes in compliance with the University's strategic aims.

To share responsibility for the management of strategic risk.

To co-ordinate the work of Schools/Centres within the College, to lead in formulating a vision of the long-term collective interests of these Schools/Centres and to represent their collective interests in the formulation of College and University policy.

To establish within the College organisational, management and communication arrangements that ensure the effective conduct of business within University policy guidelines.

To be responsible for ensuring that the College acts in accordance with, and implements, University Regulations, policies, guidelines and procedures, taking professional advice where appropriate.

Finance and Infrastructure Management

To manage resources available to the College including:

Finance and Procurement:

- To be responsible for the financial governance of the College in accordance with the Financial Regulations and Procedures of the University and ensure that:
 - (1) Efficient and effective financial management procedures are in place.
 - (2) The most effective use is made of resources, including people-resource.
 - (3) Value for money is obtained from activities within the College.
 - (4) Appropriate and relevant internal controls are maintained.
- To take responsibility for the College's budget and ensure that all resources, including colleagues, money and space are deployed to maximise efficiency and effectiveness, to achieve a sustainable financial position

Estates:

- To ensure appropriate usage of space within the space envelope made available to the College, working to ensure compliance with the prevailing space management policy.
- To develop partnerships with national and international organisations, governments and commercial activities, whereby revenue from sources independent of HEFCE funding streams can be generated.
- To develop and implement strategies that ensure that agreed University targets for students, people-resource, research income, commercialisation and other forms of fund-raising and income generation are achieved.

Colleague Management & Development

To be the line manager for Associate Heads of College and Heads of Schools within the College, ensuring their effective development and operation as academic leaders within the College and beyond.



To keep colleagues up-to-date with policy aims, new developments and current policy debates within the College.

To develop a colleague resourcing plan that anticipates the academic, administrative and technical people resource needs of the College and present and promote requirements to the Executive Board and Professional Services Directors who have responsibility for College support and services, as appropriate.

To promote and maintain professional standards.

To monitor and ensure that appropriate induction, appraisal, training and development takes place for all colleagues in the College.

Corporate Responsibility

To translate and communicate University and College strategies and policies.

To serve on the Academic Council and University Executive, and to contribute, advise and assist in the formulation of University policy and strategy.

To optimise strengths by working in partnership with others locally, nationally and internationally, including governments, the educational sector, professional bodies, research organisations, and relevant public sector, industrial and cultural institutions.

To offer leadership on University committees and participate in corporate activities, appointments panels and decision-making processes.

To represent the College and University both internally and externally.

Health & Safety

To be responsible for ensuring the activities of the College, whether these are undertaken on University premises or elsewhere, comply with Health and Safety legislation and University policies.

Academic Leadership

PVCs should engage with their discipline through research and scholarly activities and continue building up a successful reputation of international excellence in their area. Activities within the College may include:

a) Learning and Teaching

- (i) To contribute to the delivery and assessment of undergraduate and graduate student courses relevant to the appointee's expertise.
- (ii) To supervise and train research students.
- (iii) To act as a personal tutor to assigned tutees.

(b) Research and Knowledge Exchange

- (i) To provide leadership within the field of the appointee by undertaking research and knowledge transfer, seeking funding to support these activities and furthering the advancement of the discipline / profession via peer reviewed publications.
- (ii) To develop and strengthen links with others in the appointee's area of expertise and with



external bodies to promote research and knowledge transfer.

Other Duties

To carry out such other duties as may reasonably be required by the Vice Chancellor and President or delegate.

To co-operate, in a collegial spirit, with other members of the University's senior leadership and management teams

CONTEXT

The University operates a devolved management structure and each College is responsible for the development and implementation of business and strategic plans to ensure that its income exceeds its expenditure by an appropriate margin. The Head of College has responsibility to work with the College Executive Group and other key role-holders, such as the Professional Services Directors, to review, develop and monitor operational activities against School and College business plans.

The Heads of College roles are fixed-term and rotating. Appointments will be made for an initial period of five years and may be renewed for a further period, subject to review on both sides.

Heads of College are supported by Associate Heads of College and Heads of Schools which are academic leadership roles requiring a commitment to and thorough understanding of the main academic disciplines within the College. Associate Heads of College are key to the achievement of inter-disciplinary developments, cross-School and College working and for providing a robust infrastructure for education and student focussed activities. Associate Heads of College are also responsible for the management of colleagues and other resources to ensure the quality, effectiveness and performance of the College to achieve its strategic goals, including relationships with external examiners and other client groups external to the University. A core part of the Associate Head's role is the delivery of the College Plan. Heads of School are also responsible for the management of colleagues and other resources to ensure the quality and effectiveness of the School and its strategic development to achieve the University's and College's strategic goals, including effective collaborative working with Research and Knowledge Exchange Directors (especially on work allocation and research hours allocation).

Both Associate Heads of College and Heads of School roles are appointed to as a 'term of office' for a period of five years, and following a review by the Head of College, the position will be reviewed with the possibility of extension for a further two-year fixed period. Following completion of the term of office, postholders will revert to their substantive post and salary.

Schools within Colleges are constellations of programmes and have a common mission and external stakeholders. Schools are variable in size and the make up of Schools may shift across time as provision ceases in some academic areas and new provision is developed. The location of discipline areas is linked also to the developing Estates Strategy for the University.

Heads of College are accountable for ensuring that suitable and sufficient risk assessments are undertaken for the activities for which they are responsible within the College and that measures to control risk are identified and implemented and communicated to all affected. Heads must ensure and support



the provision of adequate supervision and training, to include: the responsibility to work with due regard for the health and safety of themselves and others; familiarity with actions to be taken in the event of emergency; and the duty to report accidents and hazards appropriately.



PERSON SPECIFICATION

QUALIFICATIONS

A first degree, higher degree and an established academic or professional reputation, including a strong record of research or professional practice in an area within the subjects covered by the College are essential. Senior membership of an appropriate professional body and a management qualification are desirable. The appointee must be committed to their ongoing professional development.

TRAINING AND EXPERIENCE

- An outstanding track record of personal achievement, research and/or practice in their main discipline are essential.
- Significant experience of the line management of a department or colleague group in a higher education institution.
- A good understanding of the issues affecting HE and how to navigate challenges.
- A track record of significant achievement in the following areas:
 - Course and curriculum development and the development and introduction of improved methods of teaching and learning
 - Development and management of effective quality assurance procedures
 - Promotion of research, including the generation of income from sponsorship, research contracts and other sources
 - Management of colleagues and staffing budgets, including the effective handling of appraisal and staff development activities
 - Development of continuing professional development and knowledge exchange programmes in collaboration with business partners, industry and professional bodies, preferably including some international experience
 - Developing business plans, budgets and project plans and successfully managing resources within them.

APTITUDES, ABILITIES AND PERSONAL ATTRIBUTES

Essential qualities include:

- Leading change by championing the vision and supporting the people involved. Planning and putting in place the necessary resources and supporting systems, including monitoring and communications.
- Taking ownership and control and exercising leadership; initiating action and taking responsibility.
- Setting ambitious but realistic goals. Showing commitment to their own personal development



and identifying development strategies needed to achieve work and career goals.

- Seeing and contributing to the big picture, showing the way forward so others understand what they must do to align their efforts to university-wide goals
- Providing direction, inspiring others and taking responsibility for contributing to and delivering results to achieve the University's vision/goals.



HOW TO APPLY

We will be supported in this appointment by executive search firm, GatenbySanderson. To download additional information and for details on how to apply, please visit www.westminster-future.co.uk

The deadline for receipt of applications is by 12:00 noon on Thursday 14th November.

Interviews will take place on Wednesday 18th December.

An appointment will be made subject to proof of eligibility to work in the UK and satisfactory references being obtained. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role.

This role is fixed and rotating, appointment will be for five years (with possibility of extension for a further two years), after which the candidate will return to a substantive permanent position within the College.

At the University of Westminster, diversity, inclusion and equality of opportunity are at the core of how we engage with students, colleagues, applicants, visitors and all our stakeholders.

We are fully committed to enabling a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

The University has adopted Smart Working principles to support and further our Equality, Diversity and Inclusion aims of being an inclusive, collaborative and flexible employer. Further details of Smart Working can be discussed at interview stage.



OUR BENEFITS

The University offers a range of wellbeing and work-life balance benefits to recognise and reward the essential contribution our colleagues make to success and growth. Our benefits are inclusive for colleagues of all backgrounds including LGBTQ+ colleagues, disabled colleagues, pregnant colleagues, parents and carers, as well as colleagues of all genders, age, ethnicities, nationalities, religion and beliefs, and marriage and civil partnership status.

- 35 days annual leave per year, plus bank/national holidays and University of Westminster closure days (pro-rata for part-time staff).
- A generous occupational pension scheme.
- Annual incremental progression and/or cost of living reviews.
- Generous maternity, paternity and adoption leave.
- Flexible working and smart working.
- Learning and development opportunities.
- Free membership rates for a wide range of sporting facilities, including gyms at Regent Street and Harrow campuses, as well as the Chiswick Sports Ground.
- Employee assistance programme.
- The opportunity to participate in other attractive employee benefit schemes such as Cycle to Work, Eye Care Vouchers, Season Ticket Loans, and Give As You Earn.





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