

CANDIDATE PACK

Associate Head of College (External Relations)

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:

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

Liberal Arts and Sciences

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

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 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: Associate Head of College – External Relations
Reports to: Pro Vice Chancellor, Head of College

ROLE PURPOSE

The Associate Head of College (ER) provides academic leadership and strategic direction for the College, supporting and undertaking responsibilities for the PVC Head of College and works closely with the DVC for Global Engagement and Employability to lead and enhance the quality of, its international, employability, corporate social responsibility and external public engagement plans and achievements, both within the College and across other Colleges.

The Associate Head (ER) has primary responsibility for the strategic planning, proactive development and oversight of operational management of the College's portfolio of activities across:

- International and Global Engagement
- Employability and Business Engagement
- Marketing and Admissions

This will include driving innovation across all the College's external relations plans, and working alongside the AHoC Education, lead in the opening of new employability opportunities, external industry partnerships, maintaining relationships with key employers and international partnerships.

The Associate Head (ER) is accountable for delivering TEF and KEF targets linked to the improvement of institutional performance relating to international recruitment, international student experience and stronger employment outcomes for home and international students.

Associate Heads are accountable for: cross-school leadership, strategic planning, implementation, and governance They are key members of the College Senior Management team and assist the PVC Head of College in the development and realization of the College Strategy regarding each of the four School's external relations activities. Associate Heads are responsible for the local performance of each School's activities with regard to each School's employability as well as external relations activities.

PRINCIPAL ACCOUNTABILITIES

1. To lead and manage all College international activities including the development and enhancement of international partnerships, outward mobility, recruitment, marketing, international aspects of learning and teaching, international research collaborations, international business development, ensuring that internationalisation, entrepreneurialism, employability and sustainability are embedded within these, in accordance with relevant University strategy, policies and priorities.



2. To Chair relevant College committees and oversee effective implementation with leaders and managers across the College of strategic and operational plans for all international, employment and public engagement activities across the porous boundaries between Schools, developing high quality and reputable international partnerships and employability opportunities, including engagement with Apprenticeships, in line with University and other relevant standards and regulations.
3. To promote and enhance the development of the full range of external relations by maintaining their own profile and by representing and promoting such activity internally through cross-School / College working and externally through collaborations, partnerships, conferences, and professional bodies, in the UK and internationally.
4. To work with the PVC Head of College and members of the College Senior Management team to contribute effectively to the strategic planning enabling the development of outward mobility, international executive courses, programmes, short courses, and consultancy activities within the College through the identification and monitoring of markets.
5. Alongside the AHoC Education, lead the development of employability targets, initiatives, and activities, within the College strategic plan focusing on improving the student experience through a close engagement with employers.
6. To contribute to effective colleague management across the porous boundaries between Schools. This will include recruitment and development of academic staff supporting staff and leading by example, ensuring the consistent provision of feedback, guidance and staff development, the monitoring of performance against clear and equitable standards and University policies.
7. To initiate and contribute to the development and addition of new professional accreditations and where required, taking charge of external relationships such as Athena Swan, PRME etc.
8. To deal effectively with problems including equal opportunities, health and safety, disciplinary, grievance and complaints procedures including operation of the student disciplinary procedure as required, within the College, working in effective collaboration with Professional Services departments.
9. To develop the external profile of the College through the implementation of a strategic public engagement programme and actively develop and participate in the activities of appropriate external bodies, to represent the College within the business community, raising the profile of the University and engaging with external business to secure student employability.
10. To undertake representational duties as required on behalf of the College and University to professional



bodies, external organisations, to promote the reputation and work of the University in the community, nationally, and internationally, establishing and maintaining collaboration and partnerships where appropriate with HEIs, industry and other bodies.

11. Working with the Research and Knowledge Exchange Office and College Director of RKE, proactively plan and direct the involvement of faculty in academic enterprise activity within the College, to manage consultancy activity within the College and align with University targets and KPIs, promoting opportunities for effective generation of enterprise (i.e. non-HEFCE income) through short courses and consultancy as consistent with University standards, policies and strategy and income raising activities and delivery of KEF.
12. To be accountable through full engagement with University systems for the achievement of recruitment, progression and retention of students in line with College and University targets, working in partnership with Professional Services to monitor, report and provide proactive interventions as required to deliver student number targets particularly in respect of international students and improved student satisfaction.
13. To carry out any other University responsibilities as may reasonably be required by the Head of College or DVC from time to time.

CONTEXT

The term of office as Associate Head of College is for a period of five years, at which time the position will be reviewed with the possibility of extension for a further two year fixed period. Following completion of the term of office, the postholder will revert to their substantive post and salary. Normally support to transition back to the substantive post will make reference to University policy and practice on sabbaticals, the expectation is for a period of research/sabbatical leave to fully engage with the individual's academic status. The post holder will also normally hold the title of Professor of the University, which is open ended and this, will be the post holder's substantive post.

Schools 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.

The Associate Head of College is an academic leadership role 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 providing a robust infrastructure for education and student focused activities.

Associate Heads of College are also responsible for the management of staff 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.



The exact balance between the associate head role, teaching, research and enterprise will be dependent on the size of the College and individual circumstances, but Associate Heads are expected to maintain an input into teaching and their personal research activity where this can be done without undue negative impact on the leadership and management duties of the role.

The Associate Head of College is supported in carrying out their responsibilities within the College by Professional Services staff, and they will work with Professional Services in the development and provision of excellent services to students. The Associate Head is responsible, working with Heads of School / Discipline / Course / Cluster Leaders and other senior staff, for the quality of teaching, research and enterprise within the School, and in collaboration with Professional Services, for supporting the development and provision of all services to students and other client groups within the School and external to the University.

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

The role holder will be required to undertake extensive travel throughout the year, not just internationally but also around the UK to help develop relationships with employers.

Our University Strategy states 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. Our global engagements will enhance the student experience, research and knowledge exchange endeavours, and the culture and values of the University.

Overseas student recruitment and support for international students will continue to be central to our internationalisation activity and our inclusive culture. Ongoing review, refresh and development of the international markets with which we interact will be key to maintaining high levels of market diversity. Enhanced attention to the requirements of overseas student recruitment will be integrated into academic portfolio review and development practice, with an emphasis on global employability.

Overseas partnerships will remain central to our global engagements. We will support the recruitment of overseas students through articulation and progression routes from partner institutions. We will prioritise the outward mobility of our students to partner institutions, whether through exchanges or shorter-term mobilities, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, including that with Westminster International University in Tashkent, Informatics Institute of Technology in Colombo and Westminster College in Kathmandu, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.



Global experience will remain a priority, through the development not just of outward mobility opportunities but also of academic programmes with a global focus and an internationalised curriculum. Our global connections will be enhanced through the extension of our international research and innovation partnerships; our research with positive impact in the world; international events that showcase our expertise; and our global alumni and employer network. There is a strong focus on employability for all, improvement in Graduate Outcomes, and international employability through stronger relations with external organisations.

COLLEGE SPECIFIC RESPONSIBILITIES

The post-holder will also work closely with the PVC Head of College, the Heads of School, Associate Head for Education and Students and others to develop College policies and strategies relating to learning and teaching quality and effectiveness, research and international developments, enterprise and knowledge exchange, as well as the development of College infrastructure. Members of each School have a wide range of interests and use a variety of methodologies. The Associate Head of College must support this variety and seek to stimulate the development and promotion of research and scholarly activity through grants and other funding.

The Associate Head of College has responsibility for the aspects of the College budget that are devolved to them, including responsibility for monitoring and containing expenditure within the relevant cost centre.

In addition to College specific responsibilities, the role holder will be expected to work closely with Associate Heads of other Colleges and the DVC Global Engagement and Employability toward shared goals



PERSON SPECIFICATION

QUALIFICATIONS

A first degree, higher degree and an established academic and professional reputation, including a strong research record or professional practice in an area within the subjects covered by the School are essential. Fellowship of the HEA or equivalent and senior membership of an appropriate professional body and a management qualification are desirable.

TRAINING AND EXPERIENCE

It is anticipated that the role holder will be a Professor or of equivalent experience. An outstanding track record of personal achievement in teaching, research and/or practice (and or external engagement in their main discipline is essential, and evidence of the ability to successfully manage and motivate staff and other resources would be a distinct advantage. A high level of analytical and administrative ability is essential as well as significant experience of academic administration, quality assurance, marketing and curriculum development and the development of employability and commercial enterprises. A good understanding of business planning, resource management, and of the issues affecting Higher Education are essential, as well as demonstrable proficiency in IT and information literacy.

Essential attributes would include a track record of significant achievement in the following areas:

- A flexible approach to working across briefs and a comprehensive understanding of the external HE environment.
- Evidenced track record of successful international development and partnerships.
- Commercial experience and acumen as demonstrated through a successful track record of generating financially sustainable partnerships.
- Evidence and track record of growing external professional engagement and setting up collaborations with a range of employers.
- Evidence of a track record of demonstrable success improving KEF, REF, NSS, and other measures of quality and success for the University.
- An advanced understanding of teaching and learning and of the ability to use it creatively in developing and delivering curricula to a broad range of learners, particularly with reference to international students.
- Development and management of effective quality assurance procedures, including active involvement in committees and working groups.
- Successful promotion of knowledge transfer and exchange, including the generation of income from sponsorship, research contracts and other sources.



- Management of staff and staffing budgets, including the effective handling of appraisal, staff performance and staff development activities.
- Development of continuing professional development and knowledge transfer 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.
- Evidence of delivering strategic-level successful change management activities across departments.
- Extensive demonstrable evidence of successful cross department and faculty working and collaborations.
- Awareness, understanding, and commitment to TEF, KEF, REF, NSS, Athena SWAN and other measures of quality and success for the University.

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.
- Full commitment to creating a stimulating learning and working environment, which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.
- Ability to communicate information clearly, with skills in counselling and motivating students and colleagues at all levels, as well as leading and managing staff.
- Confident and appropriate networking abilities within international cross cultural communities.
- Highly developed negotiating skills.



HOW TO APPLY

To apply for this vacancy, please visit our [vacancies page](#) where you will be able to download our application form template. You will then be requested to complete a quick registration before being able to upload completed application form and any supporting documentation.

Applications should include:

- A concise supporting statement setting out how you meet the selection criteria, evidence of successful leadership across a portfolio and what your vision is for optimising the College offer in terms of International and External Relationships.
- An up-to-date curriculum vitae;
- Names and contact details of two referees (although referees will only be approached at offer stage).

The deadline for receipt of applications is midnight on 15 December 2024.

Interviews will take place on 13 January 2025.

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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