

# Appointment of the **Head of School of Nursing, Midwifery and Paramedic Practice**



# Welcome

Welcome and thank you for your interest in the role of Head of School of Nursing, Midwifery and Paramedic Practice at Robert Gordon University.

In recent weeks, our focus has been on managing the impact of the COVID-19 pandemic on our learning, teaching and research and in supporting the NHS in dealing with the crisis. Many of our students have entered their professions earlier than normal as they responded to the call from the NHS to provide additional capacity and capability. Our staff too have stepped-up, juggling their normal academic roles with additional service, providing clinical upskilling sessions for staff in NHS service. Never has the work of the School been more important and it will continue to be important in shaping professionals for a different NHS, as the lessons from the pandemic experience shape service delivery in the future. We are confident our graduates will adapt to, and in many cases lead this transition.

The sense of professional duty and responsibility and service to the community is very much part of what we are as a University. The School of Nursing, Midwifery and Paramedic Practice delivers high-quality education, evidenced by the quality of our graduates and their 100% employability rate helping RGU sustain for a decade one of the best records of any UK university for graduate employment. We aim to deliver a high-quality student experience across all discipline and our reputation for teaching excellence is demonstrated through our Gold award in the UK Teaching Excellence Framework, one of only three universities in Scotland with this distinction.

As Head of School you will play a key role in upholding and demonstrating our values of



authenticity, approachability, collaboration, innovation, ambition and respectfulness. You will find we have a strong sense of community, where people work together and support one another to succeed. The remarkably speedy transition to remote operations is a great example of that supportive, 'Team RGU' approach, a 'can do' approach that is central to who we are. Your academic and professional credibility and your leadership will be important in helping you operate with a great deal of autonomy in shaping the future direction for the School.

The impact of COVID-19 will extend into next year and beyond and the University will be active in supporting the local, regional and national social and economic recovery. We are well-placed to do this. During the last two years as we have implemented our own revised strategy, one aimed to future-proof the University, with a focus on our own sustainability.

We look forward to welcoming you to Robert Gordon University.

**Professor John Harper**  
Principal and Vice Chancellor



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# The Opportunity

The School of Nursing, Midwifery and Paramedic Practice at RGU is seeking to build upon its reputation for education, research and professional consultancy. As the Head of School, you will be at the heart of this, seeking to accelerate the pace of change, focusing on strategy and responding to the educational needs of the healthcare workforce, locally, nationally and indeed globally. The recent addition of paramedic practice to the school's profile means it is an excellent time to be leading a school that is growing both its profile and reputation.

The role involves working closely with health and social care partners within the public and third/independent sectors to ensure academic provision in terms of teaching and research addresses the current and future workforce needs. The university is committed to the

development of interprofessional learning and through its wide range of courses ensures that interprofessional learning is central to all its course provision. The Head of School plays a key role in ensuring this operates at a university level as well as through the university's partnerships with local health and social care providers.

The retiral of our current Head of School presents this superb opportunity for a respected, ambitious leader, with appropriate professional qualifications and/or substantial, relevant experience of nurse/midwifery/paramedic education. You will inspire staff and students alike, helping them to develop within a contemporary learning environment that addresses the challenges of life-long healthcare education against a rapidly-changing background of economic and technological advancements.



# Our Heritage

The name Robert Gordon has been synonymous with education in Aberdeen since 1750, when the original college was founded from the city merchant's bequest.

With the addition of Gray's School of Art in 1885, the School of Pharmacy in 1898 and the Scott Sutherland School of Architecture in 1957, the original college has evolved over the years into

a substantial university – a modern institution of learning still able to draw upon its rich heritage. Today we employ approximately 1,600 members of staff and deliver courses to 16,000 full and part-time students from 130 countries. Over the last decade we have consistently had one of the best records of any UK university for graduate-level employment



# The University Today

The University comprises 11 academic Schools plus a Graduate School for research degree provision and is supported by 17 central departments. The following URL provides an overview of the organisational structure of the University:

<https://www3.rgu.ac.uk/file/rgu-management-structure-diagram-february-2019-pdf-50kb>

The University's current portfolio of award-bearing taught courses consists of 89 undergraduate courses and 79 postgraduate courses. Features of the portfolio include the high proportion of awards which have professional, statutory or regulatory body (PSRB) approval together with extensive opportunities for work experience through provision of placements and/or work-based projects. Approximately 60% of the University's award bearing courses carry some form of professional, statutory or regulatory body recognition.

The University has many strengths, including its:

- Gold ranking in the Teaching Excellence Framework (TEF).
- Consistent ranking as the top University in Scotland for graduate employability, and its place amongst the top ten universities in the UK in this area.
- Strong track record of workforce skills development and its position as Scotland's leading provider of Graduate Apprenticeships.

- Development of one of the strongest links with any college in Scotland through the recognition of the North East Scotland College as an associate college.
- Significant track record in knowledge exchange which assists the development and diversification of the regional economy.

Moving forward the University will continue to build on these areas, and others. Below are some examples of how this can be done:

- Growing the University's privately funded activities to assist in financial sustainability and to develop sufficient surpluses to reinvest in areas of growth.
- Developing the University's course portfolio and digital infrastructure to enable a larger share of growth in off campus student numbers.
- Developing the University's short course provision to address employers' requirements for greater digital literacy and the challenges of the fourth industrial revolution.
- Continuing to widen access.



# Our Plans for Tomorrow

The University's Strategy (RGU 2018) has been developed to reflect the significant strengths that make RGU distinctive through the provision of demand-led teaching and research. The overarching aims demonstrate the University's contribution to economic, social and cultural development. This includes extending the reach and relevance of learner opportunities and ensuring a high-quality student experience.

The University will also focus on building on its globally recognised impactful research and

strengthening its work in stimulating economic development. The University has been delivering, and often pioneering, in these areas for years and will now concentrate its efforts on rising to the challenges and opportunities to achieve success in an ever-changing higher education sector.

The University's Strategy is embodied within its Strategy Map and details the University's purpose to be an innovative, inclusive, impactful, professionally-focused University.



# Role Profile

## Purpose of the Post

The Head of the School of Nursing, Midwifery and Paramedic Practice, as a member of the Senior Management Group, is expected to align the School with the University Strategy and our purpose to be an innovative, inclusive, impactful, professionally-focused university. They will deliver on the University mission of transforming people and communities by providing demand-led teaching and research to contribute to economic, social and cultural development regionally, nationally and internationally.

## Responsible to

The Head of the School of Nursing and Midwifery and Paramedic Practice is directly responsible to one of the Vice-Principals, for providing leadership within the policies and procedures laid down from time to time by the Board of Governors, the Academic Council, and the Principal and Vice-Chancellor. Also, for doing everything reasonably practicable and necessary to ensure the efficient organisation of the work of the School, for promoting and encouraging the advancement of its work, advancing the body of knowledge embraced by the School, as well as enhancing the reputation of the School and the University.

## Responsible for

- Maintaining, valuing and celebrating a culture of authenticity, approachability, collaboration, innovation, ambition and respectfulness.
- providing visible leadership and focus for the future development of the School

within the context of existing and future University strategic plans.

- ensuring that the University's ambitions to provide excellent professional education and a high-quality student experience in partnership with students are fully articulated in School plans and effectively delivered so as to extend the reach and relevance of learners' opportunities to gain employment and thrive in their professional career.
- developing the research profile of the school within a thematic structure encompassing the subject specialisms of the School.
- liaising closely with health, social care, private, and third/voluntary sectors to ensure that appropriate undergraduate, post-graduate and CPD courses are provided to meet the requirements of the external marketplace.
- advising on and co-ordinating the deployment of resources across the School, to delegate as appropriate and to supervise and monitor their subsequent use, ensuring that it is educationally and economically most effective.
- expanding the range and depth of partnerships by networking, collaborating and partnering internally with other Schools and support areas and externally with employers and other relevant organisations, professional bodies, private and third/voluntary sectors to promote the interests of the School and the University.
- managing and overseeing the future development of curriculum, courses, and scholarship.

## Duties

In line with the general duties listed above, a Head of School will take such measures, by delegation as appropriate and as are necessary and reasonably practicable to ensure the satisfactory fulfilment of the following duties

- shaping and implementing the academic programme of the School as approved by the Academic Council within the School Plan and subsequent changes, from time to time.
- overseeing the academic work of the School including the annual appraisal and the periodic review of courses including preparing for and leading the Institutional Lead Subject Review.
- co-ordinating the work of the School with that of other Schools within the University.
- overseeing the arrangements for the admission of students, provision of classes and assessment of students.
- keeping records of the work of the School including the performance of students and the utilisation of resources.
- maintaining staff and student discipline within the School.
- appraising staff performance.
- fostering a culture of staff engagement, empowerment and community.
- attracting and nurture talent and provide opportunities for development and progression.
- treating individuals equitably, fairly and with respect.
- promoting employee wellbeing.
- encouraging and promoting staff research and scholarly activities.
- liaising with key stakeholders and schools, including the preparation of publicity material.
- undertaking teaching and research as appropriate.

- preparing estimates of resources required and contributing to the annual planning and budgeting round.
- deploying available resources in the way that is educationally and economically most effective, and in accordance with the University's health & safety policies.
- monitoring the arrangements for the maintenance of equipment, furnishings and facilities available to the School.
- timeously preparing and submitting factual information about the work of the School required by senior management for internal use, or to meet the requirements of external authorities including regulatory and professional bodies.
- participating in the committee work of the University.
- developing and implementing a health and safety plan for the School such other duties as may be assigned from time to time.

## Candidate profile

We would expect that candidates would fit closely the following profile:

- An inspirational leader with a vision for the School to be a leading provider of graduates for the health and social care workforce.
- A passion and personal commitment to the advancement of Nursing, Midwifery and Paramedic Practice and a high professional profile at the national level.
- An ability to set the context and strategic direction that will transform and enable the School to meet the challenges of the 21st century.
- A Nurse, Midwife or Paramedic at senior level within their organisation or a senior academic with significant experience of nurse, midwifery or paramedic education with a passion to create a modern, innovative, learning environment.

- A clear commitment to the values of Higher Education and specifically to the vision, mission and priorities of the university.
- An appropriate professional qualification(s) in Nursing Midwifery or Paramedic Practice/Science with evidence of relevant continuous professional development.
- A strong profile of partnership and collaborative working across disciplines and sectors.
- An ability to act in a leadership capacity as a research enabler, with a strong awareness of the research agenda.

## Award of professorial title

Candidates are expected to be able to demonstrate excellence in terms of our Professorial criteria in respect of both Leadership and Professional Practice, and at least one of the other criteria:

- Research
- Teaching
- Commercialisation



## Leadership competencies

### STRATEGIC AWARENESS

Develops and communicates the strategy; aligns people and resources with the strategy

### LEADING CHANGE

Embraces, champions and implements change

### SELF MANAGEMENT

Is emotionally intelligent, continually develops and is resilient

### RELATIONSHIP BUILDER

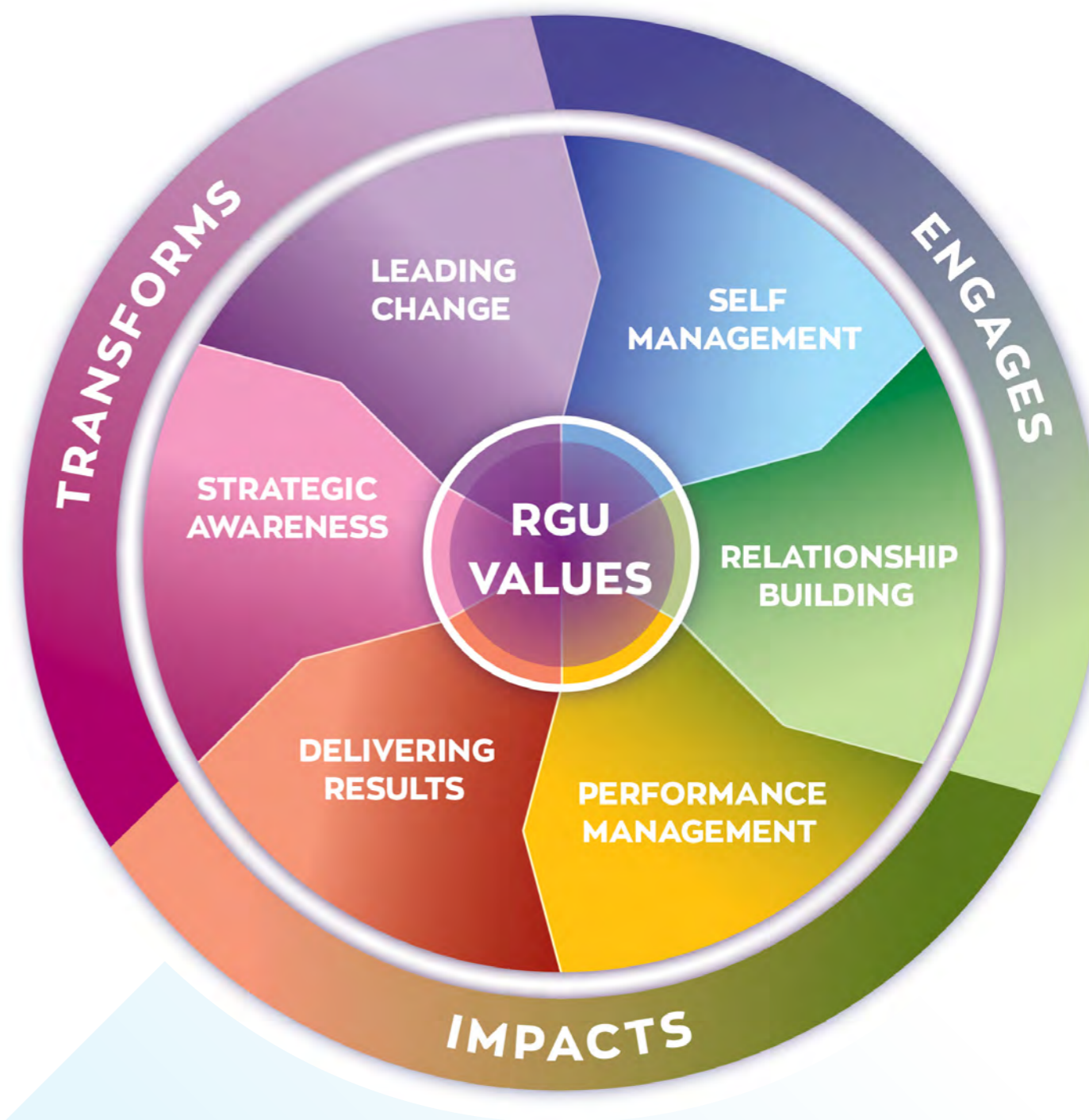
Develops relationships, communicates effectively and is inclusive

### PERFORMANCE MANAGEMENT

Sets standards, builds capability and manages performance

### DELIVERS RESULTS

Drives for excellence, identifies outcomes and targets and manages resources to deliver



# The School of Nursing, Midwifery and Paramedic Practice

The School of Nursing, Midwifery and Paramedic Practice is one of four Schools within the University that have a health and social care focus, the other Schools being the School of Applied Social Studies, the School of Health Sciences and the School of Pharmacy and Life Sciences. This grouping provides rich opportunities for inter-professional learning.

The School offers courses with awards at ordinary degree, honours degree and master's level with a range of CPD modules in nursing, midwifery and paramedic practice. A number of the courses offered are approved by UK regulatory bodies, the Nursing and Midwifery Council (NMC) for nursing and midwifery courses and the Health and Care Professions Council (HCPC) for prescribing and paramedic practice. The School was successful in securing contracts to deliver paramedic degree level education for two large geographical areas of Scotland; these being Grampian and the Highlands and Islands. The School promotes a strategy to support student learning in practice which has been developed through collaboration and partnership with NHS service providers, and local private and third sector providers.

There has been considerable growth and development in the research environment since 2015. Specifically, key appointments of independent researchers have increased our research capacity and capability, widened our network of contacts and enhanced the overall



standing of research in the School. Currently, the School has two nursing Professors; one of whom is a joint appointment with NHS Grampian, as well as a Reader in nursing and three research fellows and one research assistant. The School has 20 research degree students, 13 undertaking doctoral studies.

The School has a close working relationship with local NHS Boards, namely Grampian, Orkney and Shetland albeit it delivers courses and has practice partnerships with a number

of other NHS Boards. Currently, the school delivers midwifery education across six NHS Boards in addition to the three named above they are Highlands, Western Isles and Tayside. The School is making a major contribution to the supply and development of the NHS and third sector workforce mainly across the North region of Scotland but also with NHS Boards such as Tayside, Lothian and Borders. Local employment opportunities remain strong for graduates with 100% employability reported which demonstrates the high value attributed to our graduates.

The School has 67.12 whole time equivalent (WTE) academic staff, 5.73 WTE eLearning/Clinical Skills centre support staff and 19 WTE support staff.

The School was restructured with investment in key research staff from 2016-2019. The structure allowed senior staff within the School to lead in the major areas of development through clarity of role function and areas of responsibility. This resulted in Academic Strategic Leads being appointed to cover Research, Academic programmes, Student Experience and Commercialisation; these four, senior staff, along with the School Administration Manager, constitute the School Senior Team.

## The School Strategy 2015-2020

The current School Strategy was developed in 2015/16 to accord with the then University Strategy and has guided the School's activity over this period. The Strategy highlights the significance of research, commercialisation and education provision as three key components of the School's activity.

## Vision and purpose

The Vision for the School is to be a provider of dynamic and transformational learning, teaching and research that makes a leading contribution to improving the health and wellbeing of local, national and global communities.

Our purpose is to prepare, and further develop, high quality nurses, midwives and health professionals who are caring and compassionate and to work with partners locally, nationally and globally to promote and sustain excellence in health and social care, influencing policy development and practice. The School also aspires to engage in transformational research in all aspects of health and social care.

## School Strategic Priorities

- Develop our educational portfolio to meet the changing needs of the nursing and midwifery workforce.
- Attract international students to our Post-graduate and Continuing Professional Development portfolio.
- Diversify our income stream by engaging in commercial activity.
- Develop a supportive and nurturing academic community.
- Enhance the profile and reputation of the School by producing excellent research and scholarly outputs.
- To influence the development of local national and international health and social care policy.
- Enhance our partnership working and facilitate our academic community to engage with clinical practice and policy development.



# School Priorities; Influencers of the School Operational Plan

The Schools priorities fall into four distinct but integrated areas as follows:

- Learning and teaching,
- Research and scholarship
- Our people
- Commercialisation

## Learning and Teaching

- To place students at the centre of vibrant learning communities, which are underpinned by evidence-based application of educational theories and principles.
- To produce graduates who are effective, sought-after and aspirational in relation to lifelong learning and their career.
- To provide innovative, challenging, robust and transformational educational experiences.
- To develop a portfolio of educational solutions that attracts local, national and international partners.
- To market high quality consultancy services with respect to innovative curriculum development and delivery.
- To actively engage and empower our students to achieve their maximum potential in learning, research, and excellence in clinical practice.

## Research and Scholarship

- To engage with key partners in education, practice, policy and business to deliver research that is valuable to society.

- To produce local, national and internationally recognised research and scholarship.

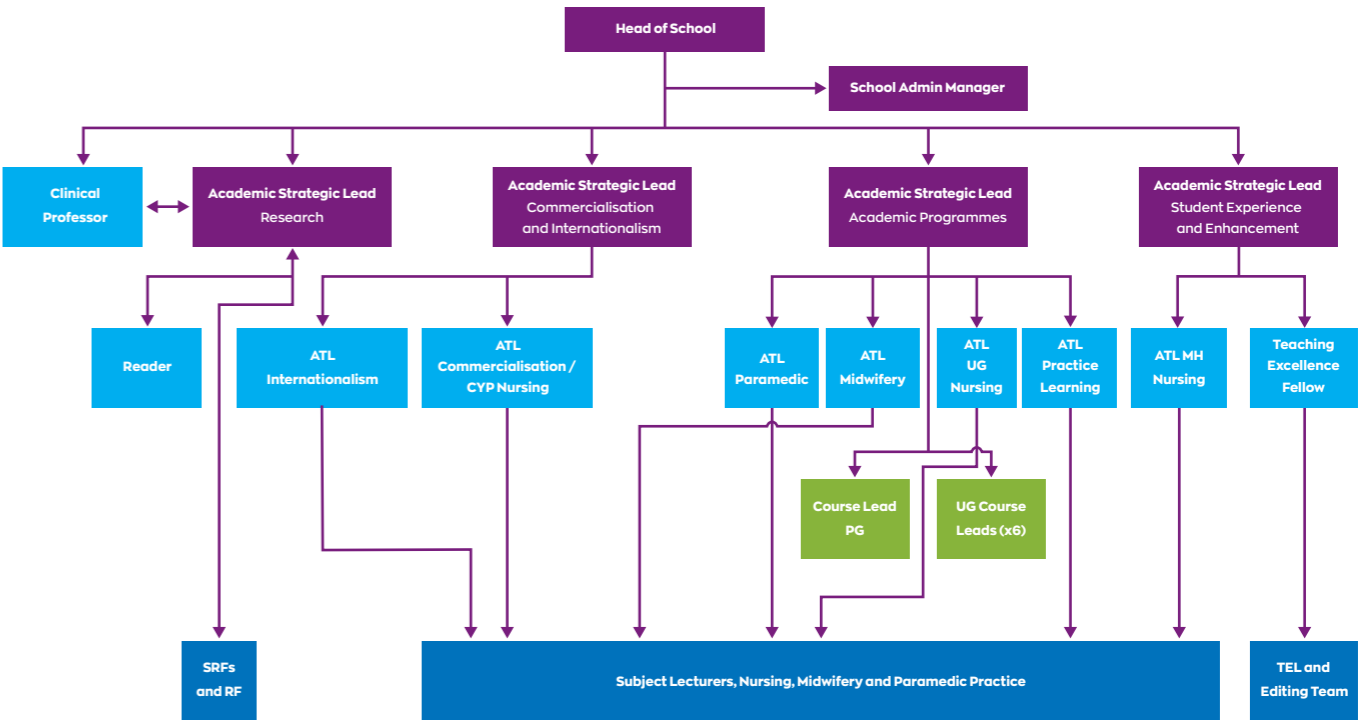
## Our People

‘Our People’ encompasses all staff, students, alumni and partners (locally, nationally and internationally).

- To view patients, clients and communities as central to all that we do and achieve.
- To ensure that all our partnerships are dynamic, mutually beneficial and responsive.
- To actively engage and empower our students to achieve their maximum potential in learning, research, and excellence in clinical practice.
- Our staff are our most important asset and, as such, we will focus on staff development, succession planning and robust recruitment.
- To promote an organisational culture that enables staff to maximise their potential in education, research and in nursing or midwifery practice.

## Commercialisation

- To maximise our intellectual resource to support the delivery of education, research and development, locally, nationally and internationally.
- To develop commercial partnerships to enhance activity and income locally, nationally and internationally that ensures business growth and is responsive to changing demands of health and social care.
- To collaborate within RGU and with other academic establishments, governmental and non-governmental agencies to further commercial goals of the School.



**Key**  
PG - Postgraduate  
SRF - Senior Research Fellow  
RF - Research Fellow  
ATL - Academic Team Lead  
TEL - Technology Enhanced Learning  
UG - Undergraduate



# Corporate Management Arrangements

## The Board of Governors

The University's governing body is the Board of Governors which is appointed to exercise the functions of management and control. At an operational level, the responsibility and authority for the leadership, administration and management of the University are delegated to the Principal.

## The Academic Council

The Board are required to delegate to the Academic Council those functions relating to the planning, co-ordination, development and supervision of the academic work of the University. Academic Council is chaired by the Principal and Vice Chancellor. Much of the work of the Academic Council is delivered through standing committees, subcommittees, Faculty Boards, School Committees and course panels. As a result a large proportion of the University community are involved in its activities. The Principal reports to the Board of Governors on the work of the Academic Council regularly.

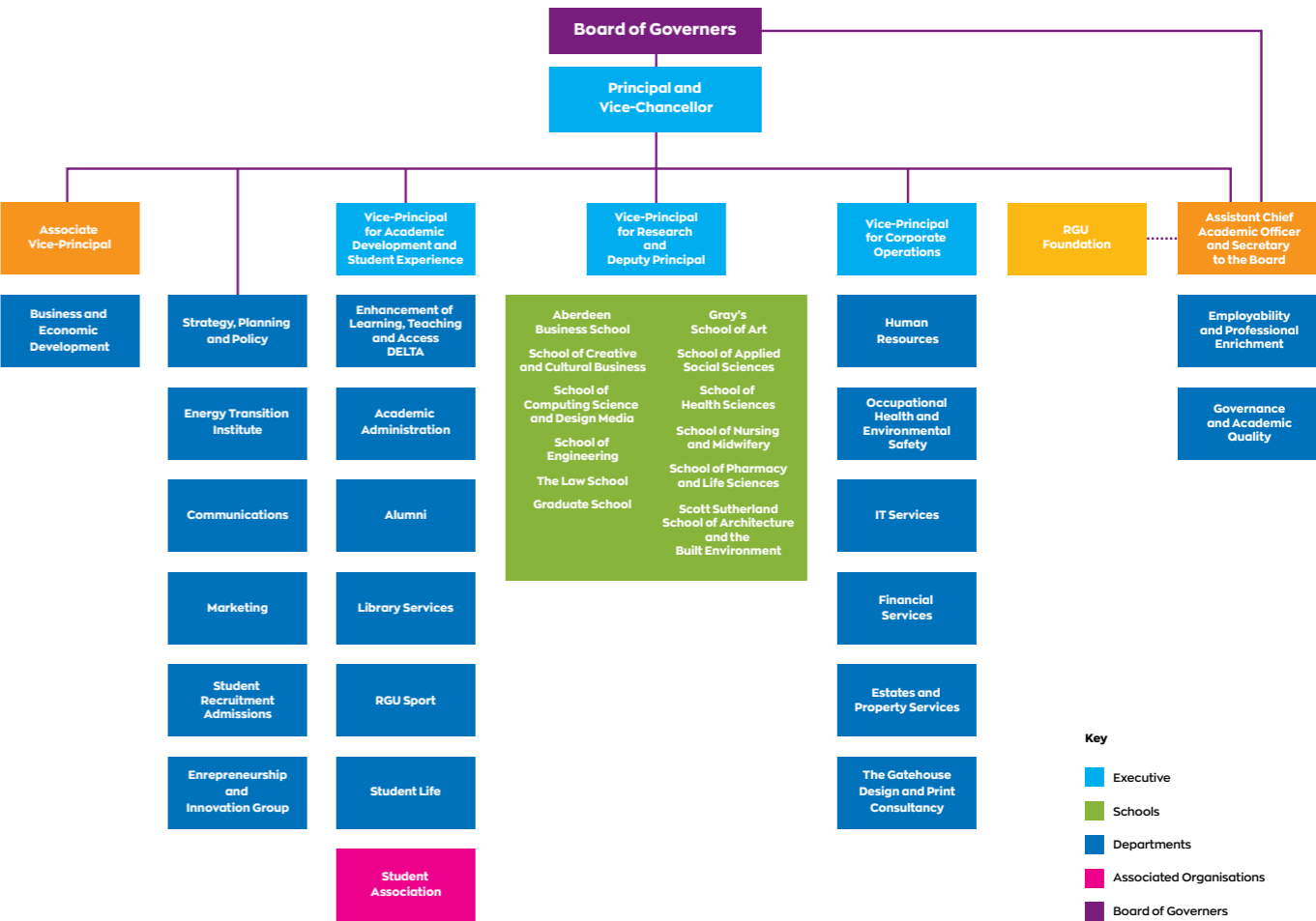
## The Role of the Principal

The Board of Governors has delegated to the Principal the responsibility and authority for the leadership, administration and management of the University.

## The Executive

The Executive form the university's senior leadership team. They support the Principal in the development and delivery of the university's strategic plans, objectives and priorities.

For more information, visit:  
<https://www.rgu.ac.uk/about/our-leadership>



# Aberdeen City and Shire

Set between the rivers Don and Dee in the North-East of Scotland, Aberdeen is the best Scottish city to live and work, according to The Good Growth for Cities Index 2019 run by PwC.

With a population of approximately 228,000, Scotland's third most populous city is prosperous and cosmopolitan, outperforming other major cities in the UK in terms of jobs, skills, income and environment.

Aberdeen also has the honour of being named the 2nd safest city in the entire United Kingdom in The Alternative UK University City League Table 2017 and the second most affordable city for students in the UK by Natwest in 2017. Aberdeen is one of the best places to be a student according to top student website Accommodation for Students.

Aberdeen is often referred to by its friendly locals as 'The Granite City', and 'The Silver City with the Golden Sands' because almost all of its buildings are made of the local grey stone, granite, and the city has spectacular sandy coastlines to the east (not to mention some of the UK's highest mountains to the west).

It is far milder here than one might expect for our northern location. The East coast is the sunniest area in Scotland, where sunshine hours average around 1,500 per year, ideal for the outdoor and active lifestyle which attracts huge numbers of people to the area throughout the year.

The city is also the perfect place from which to expand your horizons across Scotland, the UK and Europe. Edinburgh is easily accessible by road or rail, London is only one hour and a quarter flight time from Aberdeen international

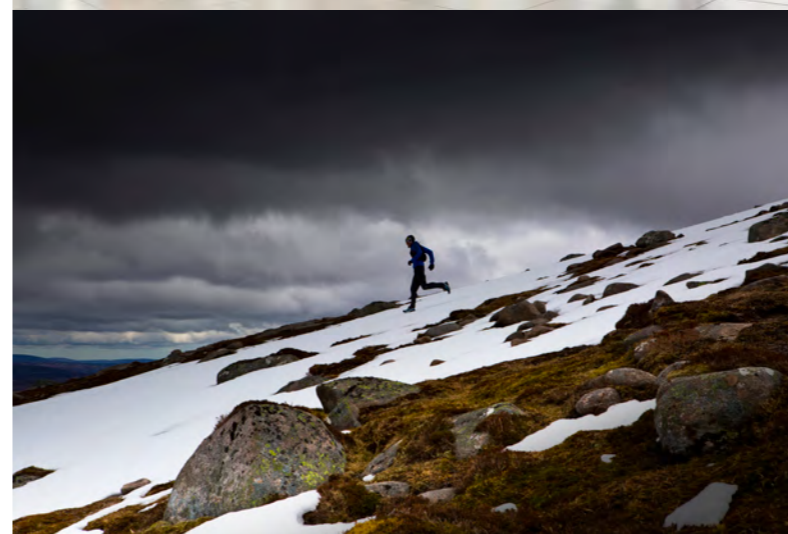
airport while access to European hubs such as Amsterdam and Paris takes less than two hours.

Our coastline is amazing – with rugged cliffs and beautiful sandy beaches which stretch for miles both north and south of Aberdeen. Nature lovers will be delighted with the range of bird and mammal life inhabiting the landscape. Charming fishing villages and world class golf courses are joined by magnificent castles overlooking the North Sea.

With more than 300 castles, stately homes and ruins dotting its landscape, Aberdeenshire is unsurprisingly known as 'Scotland's Castle Country'. There are more castles per acre here than anywhere else in the UK, and you can discover 19 of the most famous and dramatic castles in Aberdeenshire on Scotland's Castle Trail.

With the Grampian Mountains and Cairngorms National Park right on our doorstep, there are plentiful opportunities for mountain biking, mountain climbing, skiing, snowboarding and white water rafting within easy reach of the city. Aberdeen has its very own snow-sports centre where you can ski and snowboard all year round and The Deeside Way also offers the chance to run, walk or cycle from the centre of Aberdeen to Ballater in the Cairngorms National Park.

Within an hour of the City there are plenty of opportunities to get out and enjoy the stunning countryside. Where it's hiking, riding, kayaking, surfing, fishing, kiteboarding ... the list goes on. If that isn't enough, activities such as gorge walking, zip wires and off-road driving and more are also in abundance if you need an adventure top up.



# Summary of Contract Terms and Conditions

## Salary

Your offer will be to a fixed point on the senior manager pay band. (Pay increases are considered annually and based on personal performance. Should you receive a pay increase your level of performance must be sustained for three years in order for the increase to become permanent.

## Employee Performance Review

You will be required to maintain your expertise and professional membership (where relevant), to undertake programmes of personal development, and to participate in objective setting during twice yearly performance reviews.

## Annual Leave

You will be entitled to 33 days annual leave with pay per annum in addition to 10 Public and Statutory Holidays, fixed or variable at the University's sole discretion.

## Pension

We operate under the Scottish Teachers and Local Government Pension Schemes. Contributions are made by employer and employee and they are both defined benefit schemes incorporating ill health and death/dependants benefits. The schemes are widely recognised as excellent schemes. If you have a personal pension we will discuss with you the most appropriate arrangements.

## Form of Contract and Notice Period

The contract offered is expected to be a normal substantive contract. The notice period is negotiable but we would expect it to be not less than 6 months. However, there may be candidates for whom other forms of contractual arrangement would be beneficial and, at this stage, we are open-minded as to the final outcome.

## Sick Pay

Sick Pay entitlement is generous (up to six months full pay and six months half pay) as would be expected under public service scheme arrangements, however, in the event of long term ill-health, we reserve the right to seek early medical evaluation.

## Conflict of Interest, Confidentiality and Intellectual Property Rights

We will expect that all other paid or unpaid appointments or employments are declared as a part of the appointment process. We encourage appropriate external activity within the higher education community and beyond as this can enhance the University's influence and reputation. However this can also lead to conflicts of interest and it is in the best interests of all stakeholders if other activities are declared, reviewed and properly approved. An annual declaration is also required by the Principal, Executive Group and most other senior managers. Our contracts include appropriate clauses that preserve for the University the right to confidentiality of its legitimate commercial interests and other rights over material property in its ownership.

## Relocation

We will agree with the successful candidate relocation assistance appropriate to his/her particular circumstances (subject to Inland Revenue conditions) but normally 12% of basic salary at appointment. You will be required to reside in Aberdeen or within 30 minutes travel to work distance of it.

## Other Benefits

You will have access to a range of voluntary and salary sacrifice benefits, including personal healthcare, dental plans, health cash plans, childcare vouchers and cycle to work schemes, as well as an onsite sports centre and nursery. We are keen to ensure that your career move is appropriately rewarded and if circumstances dictate, we will discuss the terms of the overall package with the successful candidate. We do not offer car, car loan or leasing arrangements.

## Medical

A pre-employment medical will be required of the successful candidate.

## Disclosure Scotland

A satisfactory outcome from Disclosure Scotland will be required of the successful candidate.

# How to Apply

Applications should be made via email to

[alan@dixonwalter.co.uk](mailto:alan@dixonwalter.co.uk)

by midnight (00:00) on 30th June 2020 and must include on separate documents:

- a letter of application setting out your interest in the role and details of how you match the criteria (no more than two pages of A4)
- a comprehensive curriculum vitae (CV)
- details of your current remuneration and contact details for three referees, one from your current employer (referees will not be contacted without your permission)

- a completed Equal Opportunities form.

Full details of the post and how to apply can be found at

<http://www.dixonwalter.co.uk/higher-education/opportunities/robert-gordon-university/>

To explore the post further or for any queries you may have, please contact Alan Walter at Dixon Walter:

**07876 766972**

or

[alan@dixonwalter.co.uk](mailto:alan@dixonwalter.co.uk)



Appointment of the  
**Head of School of  
Nursing, Midwifery and  
Paramedic Practice**

