



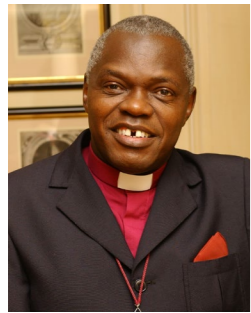
PEOPLE, PLACES AND PARTNERSHIPS

**Director of Institute of Business,
Industry and Leadership
Applicant Brief**

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FOREWORD BY THE CHANCELLOR AND VICE CHANCELLOR



As Chancellor of the University of Cumbria I am extremely proud to have watched this university grow over the last 10 years and the significant role it has played in the cultural and economic life of this region..

The challenge for us moving forward is to continue to build on this legacy, creating a vibrant institution of high academic merit that provides opportunities for all those who have the potential to benefit from the experience of higher education, with reach and impact across Cumbria, Lancashire and beyond.

Our students live in an increasingly volatile and uncertain world. They have to engage with complex and challenging issues, in a way that prepares them for what it means to live and work and think and lead in that world – personally, professionally and as members of society.

As we forge and deepen our connections with industries, health and education partners we will continue to equip our students with the ability to thrive wherever in the world they choose to live. We are the University of Cumbria, where lives are enriched to become the world changers of today, a place where people can find their calling, their career and their place, and as Chancellor I am privileged to be part of the university's continued success. We are also building for the future.

**Chancellor,
The Most Reverend and Right Honourable Dr John Sentamu,
Archbishop of York**

We will continue to equip our students with the ability to thrive wherever in the world they choose to live.



The University of Cumbria was established in 2007 as an anchor institute for Cumbria and the wider region, through the passion, ambition and collaborative-working of a vast range of political, economic, cultural, sector, civic and education stakeholders. All intent on ensuring Cumbria and its young people have the confidence and capability to address challenges and opportunities and in doing so to realise significant potential.

This shared passion and ambition remains today, and is growing stronger, providing a significant asset base to the University and to the region, to drive future growth and success.

The future of our university is powered by our three greatest assets – our places, our people and our partnerships. We are in the business of possibility; empowering staff and students to succeed. Bringing new thinking, skills and opportunities for the benefit of the wider region and beyond.

As we prepare for the future, we continue to focus on what is needed from the University as we work in partnership to develop our region's skills and capabilities and attract new talent to our region to study, work and live. Partnerships are part of our DNA and are essential in developing and delivering challenging and innovative learning.

Like our formation, our future success will not just be down to us but also to the many people with whom we collaborate, sharing a common purpose to further our region's great talent and potential.

Thank you for your interest in our Director vacancy.

**Vice Chancellor,
Professor Julie Mennell**

The future of our university is powered by our three greatest assets – our places, our people and our partnerships.

We are looking for a Director capable of playing a lead role in building on our academic success to date and in realising our significant potential.

UNIVERSITY VISION AND STRATEGIC INTENT

Our Vision

“To be recognised as a catalyst for individual and regional prosperity and pride – with national and international relevance, reach and impact.”

Our Mission

“As a significant and sought-after institution for Cumbria and North Lancashire, we work in partnerships to develop our region’s talent and capabilities, attracting new talent into our region to study, work and live. We raise aspirations and educational attainment and contribute to the social, cultural and economic wellbeing and prosperity of our communities.”





**PROUD,
PROGRESSIVE,
PASSIONATE**

WE ARE THE UNIVERSITY OF CUMBRIA

The arrival of Vice Chancellor, Professor Julie Mennell in 2016, marked an opportunity to reposition the university to capitalise on the considerable potential of our region.

We are an Anchor Institution for Cumbria and our wider region.

Building on the significant achievements to date, a strategic plan has set the direction to fulfil our obligation as Cumbria's university, meeting current and future demands for the region and being at the forefront of these transformations.

Our vision is to be a catalyst for individual and regional prosperity and pride – with national and international relevance, reach and impact. As part of our mission, we will work in partnership to develop our region's talent and capabilities and to attract talent into our region to study, work and live. We will raise aspirations and educational attainment and contribute to the social, cultural and economic wellbeing and prosperity of our communities.

In 2017/18, we celebrated ten years as a university and our thirty thousandth graduate with the launch of a refreshed Vision, Mission and Strategic Plan. This put a firm emphasis on our roots; we are an Anchor Institution for Cumbria and our wider region. We play a significant and recognised role in Cumbria by making a strategic contribution to the local economy:

- Educating people to support the labour requirements of innovative local employers;
- Providing knowledge-focused services to businesses and other employers;

- Putting research power to work by developing new ideas to strengthen the county's competitive edge; and
- Leading the cultural, social and educational revitalisation of the community, making Cumbria a more attractive place to live and work.

We deliver against this role through our passion, ambition and collaborations – working with a vast range of political, economic, cultural, sector, civic and education stakeholders.

Ultimately, our goal is to make sure Cumbria and its population, young and older, have the confidence and capability to seize opportunities, and realise their potential.

You can see our anchor role expressed through:

- Our strong relationships with other institutions and citizens;
- Academic practice is relevant to the place in which practitioners live and work;
- Higher education acknowledged as value-adding; and
- Our support of the interrelated physical, social and cultural dimensions of the development of places.



Educating people to support the labour requirements of innovative local employers;



Providing knowledge-focused services to businesses and other employers;



Putting research power to work – by developing new ideas to strengthen the county's competitive edge; and



Leading the cultural, social and educational revitalisation of the community, making Cumbria a more attractive place to live and work.



**WE HAVE AN
IMPORTANT
ECONOMIC
DEVELOPMENT
ROLE TO PLAY**

OUR STRATEGIC AIMS ARE TO DELIVER LONG-TERM INSTITUTIONAL SUSTAINABILITY AND SUCCESS THROUGH:

We work in partnership to raise educational aspirations and attainment, and provide the skills base for the future workforce.

- Working in strategic partnerships with employers, education providers and stakeholders to grow and provide an accessible and research-informed academic offer which capitalises on place and meets individual, regional, sector and employer needs;
- Providing excellent learning, teaching and research environment and student experience, equipping our graduates with the skills, attributes, confidence and resilience to succeed on graduation and beyond;
- Contributing to practice, knowledge, place and communities across our locations for social, cultural, environmental and economic benefit; and
- Equipping and enabling our staff to make a strong contribution to our values and collective leadership, with a firm emphasis on celebrating success.



“The arrival of the university has been a ‘game changer’ for Carlisle. Whether it is local students choosing to study closer to home or students who choose to come to Carlisle, it brings a vibrancy that wouldn’t be here without the university. Whether graduates then choose to stay and build their careers here or move away to new opportunities, we hope they will have had the time of their lives and become ambassadors for Carlisle as a great place to work, study and have fun.”

**Councillor Colin Glover,
Leader of Carlisle City Council**



THE FOUNDING OF UNIVERSITY OF CUMBRIA

The University of Cumbria was established 11 years ago to improve opportunities for Cumbrian learners and support the changing educational needs of businesses and industries in the region.

Prosperity has always been our purpose.

Our formation was not without challenges. We had limited funding, inherited poor-quality buildings and the divergent cultures and operating practices of four legacy institutions. Working during the 2008 economic crash, austerity measures and radical changes in the higher education landscape – not only in funding but also in teacher and nurse education – we set out to improve opportunities for Cumbrian residents, whether school leavers or older, and for Cumbrian employers in the private and public sectors.

The government recognised Cumbria as a higher education cold spot, establishing the University of Cumbria in August 2007. This brought together St Martin’s College, Cumbria Institute of Arts and the University of Central Lancashire’s Cumbria sites. Carlisle became our headquarters, with major campuses in Ambleside, Lancaster and London and a formal presence in Workington and Barrow.

Building on the legacy of St Martin’s College, our campus in Lancaster enables us to address regional needs in health and education, and provides a focal point to deliver skills requirements for business and industry – particularly in and around North Lancashire, Morecambe Bay and South Cumbria – working strategically with the Lancashire LEP, and Lancaster University.

Ambleside is the only UK campus in a National Park and World Heritage UNESCO site, making it the perfect location for study and research conservation, science and outdoor studies. With more than 2,360 square kilometres, crammed with valleys, mountains, lakes and Sites of Special Scientific Interest, Ambleside has also become the Centre For National Parks and Protected Areas.

Our London campus builds on our reputation for being one of the largest providers of teacher education in the UK. An impressive 70% of University of Cumbria trained teachers now serve in schools across east London.

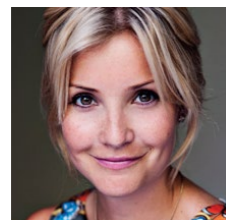
“I’m really excited about the plans of University of Cumbria has for the future. There’s great leadership and there’s great cultural heritage here in this country. What really excites me the most so the work the university is doing to be leaders in this field. It is a place that is naturally creative and the University of Cumbria is a naturally creative university.”

**Darren Henley,
CEO Arts Council England**

OUR CONTRIBUTION TO THE REGION SO FAR

Today we employ more than 1,000 people and have 9,000 students. We have made a massive positive impact on the lives of our students, the region and beyond. Here are some of our most significant achievements:

- We have enabled and supported more than 32,000 people to graduate.
- 97% of graduates are in employment or further study within six months of graduating. More than half of Carlisle graduates continue to work in the regional economy, retaining talent, and bringing much-needed skills to the region.
- Worldwide alumni organisation comprising 40,000 former students and growing.
- Almost 7,000 people recently attended University of Cumbria organised cultural events, including performances, exhibitions, public lectures and other functions.
- A highly-regarded Cumbria Institute of the Arts legacy. Alumni include Turner Prize winner Keith Tyson, actor Charlie Hunnam, television presenter Helen Skelton, writer Gerard McKeown, and ceramicist and performance poet Thomas Hopkins-Gibson, commissioned by Liberty of London.



Our alumni include Turner Prize winner Keith Tyson, actor Charlie Hunnam, television presenter Helen Skelton (left), writer Gerard McKeown, and ceramicist and performance poet Thomas Hopkins-Gibson, commissioned by Liberty of London.



SUPPORTING THE PUBLIC SECTOR

We have developed paramedic training with, and for, ambulance services and the military.

We are one of the largest providers of teacher training in the UK and joint first in the UK for students completing their PGCE Secondary programmes.

- University of Cumbria-trained nurses, midwives, occupational therapists, physiotherapists and radiographers are filling essential roles across our regional hospitals and health care providers.
- We are now the lead partner in developing the new national police education qualification framework. Around 400 of our police graduates are working across policing, criminal justice and other related professions.
- We are one of the largest providers of teacher training in the UK and joint first in the UK for students completing their PGCE Secondary programmes. If you walk into a school in north Lancashire, Cumbria or London's Tower Hamlets, there is a high chance you will meet a teacher trained by the University of Cumbria. Our partner schools graded 97% of our 729 new teachers as good or outstanding.



SUPPORTING BUSINESS AND FUTURE SKILLS NEEDS

We already have mature and developing partnerships with major organisations:

We have a new contract with Rolls Royce to deliver higher-level apprenticeships in project management.

- We are the lead for a £13.5m project with Sellafield Ltd, delivering many levels of awards and qualifications in project management to the company and its supply chain, which has provided training to 1,300 staff since formation.
- Several awards have recognised the success of our support for small to medium-sized enterprises and the local economy.
- We are also working with BAE Systems, in partnership with Furness College, demonstrating the integrated educational model, which the university has grown.
- Several awards have recognised the success of our support for small to medium-sized enterprises and the local economy.
- We have trained more than 2,000 senior international leaders from 120 different countries in leadership and sustainability through our partnership with Robert Kennedy College.
- We have strong industry connections working with more than 50 partners to develop our region's talent and attract new talent.
- We are at the forefront of the development of higher-level apprenticeships, including policing and nursing.

REAL WORLD RESEARCH IMPACT

We are in the business of possibility and prosperity, enriching people to be more, bringing new thinking, skills and ground-breaking research for change by being a university of great influence and significance regionally, nationally and internationally.

81% of our research is considered to be of a standard recognised internationally or higher.

- Our research is grounded in the real world with an emphasis on place and applied research linked with industry.
- We work closely with stakeholders and the potential beneficiaries of our research to make sure our research has a meaningful impact.
- Our research excellence outcomes are of national and international standing in niche areas, with 81% of our research considered to be of a standard recognised internationally or higher.
- We have 110 research students across professional disciplines in business, ecology, education, health, and arts – 50% of our PhD students are returning Cumbrian students.
- We maximise the social and economic value of being a research-focused university for the benefit of our students, communities, business and economy through research, teaching, knowledge transfer, and the exchange of ideas.
- Our leading researchers help students to develop the skills they need to excel in a globally competitive workplace.



OUR RESEARCH

The university's research community in the last twelve years has grown in both size and stature; our real world research has a focus on place and applied research linking with industry.

We aim to deliver research of national and international importance that addresses the challenges of our time, and by providing research-connected programmes of study. Our research, innovation and enterprise strategy supports the ethos of academic enquiry and knowledge creation in all academic institutes to create a sustainable research base.

Our academic areas of focus are; health, the arts, applied psychology and social sciences, business and leadership, conservation, forestry, education, outdoor studies, science and technology, and sport.

We have a strong underpinning culture that actively encourages and delivers creative, high quality research and scholarship amongst our academic staff, and our research students.

Our Academic Institutes all undertake research, with each focusing on particular areas of strength and excellence. Our outputs have impact on society, the economy and cultural activity and, most importantly, enrich both the undergraduate/postgraduate taught and postgraduate research programmes of the university. Our research students are exposed to discipline-based, professional practitioner and research-active communities.

All academic staff involved in the delivery of our Doctoral Research Degree Programmes, in a teaching and/or supervisory capacity, are active researchers.

To support and provide a focus for our academic and research activity there are currently five research centres:

- Centre for Research in Health and Society (CRIHS)
- Centre for Regional Economic Development (CRED)

- Initiative for Leadership and Sustainability (IFLAS)
- Centre for National Parks & Protected Areas (CNPPA)
- Learning, Education and Development (LED) research centre

We have a number of research units and networks to support the research environment of the university, provide a critical mass of research active staff, taught, and research students in focussed cogent areas of expertise, such as:

- Teacher Education Advancement Network (TEAN)
- Active Ageing Research Group (AARG)
- Arts Research Initiative (ARI)

The university promotes research activity, advanced scholarship and its development by providing funding on a competitive basis: Internal Research Funding (IRF) and the Sabbatical Leave Scheme.

Additional professional development funding is available through the Institutes for mandatory training and professional updating. Research mentoring has been undertaken at the university for a number of years by proactive researchers and involved mentoring across institutional boundaries. To support publication, academic writing retreats are available across the academic year.

In February 2016, the university was awarded the HR Excellence in Research. The statement from the European Commission website illustrates the importance of achieving this benchmark and our commitment to supporting researchers in their careers. The university is a member of Athena SWAN, and is committed to upholding the principles laid out in the charter.



The university successfully submitted to the last three national research exercises. In 2001 as part of the legacy institutions of St. Martin's College, Cumbria College of Art & Design (Cumbria Institute of the Arts), and in 2008 and 2014 as the University of Cumbria.

The university intends to build on the significant achievements made for submission in REF 2021.

We have an active twitter account - where research news for and about UoC staff and research students is shared and the latest news on open access, skills development, policy, funding opportunities and impact discussed.

We have close working relationships and work in partnership with many UK and overseas HEIs, UK and overseas schools, the National Health Service, trusts, societies, associations, industry and the cathedrals group of universities, and over 160 collaborations with UK and overseas HEIs, foundations, trusts and charities. Our academic staff deliver lectures and keynotes at a wide range of events and conferences at other UK and overseas venues.

There are a range of seminars, public lectures, and external facing events held at the university throughout the year. The research aspects on the web provide an overview of our activity and research environment at the University of Cumbria.

In March 2019, the Privy Council awarded the university Research Degree Awarding Powers (RDAP).

IMPROVING OPPORTUNITIES

- We do significant work to support the access, success and progression of a wide range of learners to and through higher education.
- We recruit more than 97% of full-time undergraduate students from state schools.
- More than 39% of students come from lower socio-economic groups and 19.8% from low participation neighbourhoods. Our performance matches or exceeds location-adjusted benchmarks.

£ A catalyst for economic wellbeing

Our most recent assessment of our economic contribution indicates we inject £120 million to the regional economy and £230 million to the national economy annually.

“I truly believe the University of Cumbria holds the key to the future economic development of every sector of this fantastic county. Our university has a major role to play in advancing the industrial and manufacturing sector within the county through the continued educational development of our engineers and technologists across management, commercial and financial understanding.”

John Coughlan,
Chief Executive Officer at TSP Engineering





WHAT
UNI?

**University ranked
28th* in student
opinion survey**

STUDENT VIEWS

“I had witnessed first-hand the care and commitment of the staff to the university and its students. I was also aware of the university’s excellent reputation for developing their students and producing quality graduates.”

**Chantel Cumpsty,
BSc (Hons) Midwifery**

“Law at UoC provides so many amazing opportunities to get involved. In the three years I studied there I was able to take part in mooting (mock court trials) competitions, organise a mooting competition, a national law conference and a law ball.”

**Dan Abel,
LLB Law**

“What I enjoyed most about university wasn’t only the performances themselves, but the run up to the shows, making a show come together and creating my own pieces of theatre. Having the ability to have an input and be as creative as I wanted.”

**Stee Leahy,
BA (Hons) Performing Arts**

“As well as a good variety of modules and some really great lecturers, the opportunities seem endless. We’re always kept up to date on the latest opportunities on offer, including field trips both in the UK and abroad, public conferences and talks, and a vast array of work experience and volunteering opportunities.”

**Georgia Arnold,
BSc (Hons) Conservation Biology
with Placement**

“I have gained so much confidence and now have been able to put myself out there and do things I wouldn’t have necessarily even thought of doing before coming to university.”

**Chelsea Norris,
BA (Hons) Sports Coaching
and Development Top Up**

“My placement in London was amazing and the experience of spending three weeks on placement in Sweden was something I never imagined I’d be able to do.”

**Rebecca Lewis,
BA (Hons) Primary Education with QTS**

*Out of 131 universities.

THE FUTURE CHALLENGE

Cumbria has the second largest geographic area of any English county. It has a relatively sparse population.

Skills levels in Cumbria are significantly below the national average. Despite opportunities, there remain pockets of deprivation and systemic unemployment. The area has wide variation in higher education participation, with cold spots distributed through the area. Historical data has shown this group is unlikely to 'move away' to university.

Of the 56,000 jobs that need to be filled by 2021, around 27,500 are expected to be at Level 4 (higher apprenticeship or NVQ) or above. Currently, the county only has 28% of its working-age population qualified to this level.

Contributing to the Cumbria Local Enterprise Partnership (LEP), we have set specific goals to increase local provision:

- **Retention and attraction of a working-age population, in particular, young professionals;**
- **Digital and transport connectivity; and**
- **The diversification of the economy and skills to stimulate innovation and increase productivity.**

These issues are echoed in the challenges identified by the Lancashire LEP to establish the region as a national centre for advanced manufacturing, and creating an 'arc of prosperity'.



“The university’s strategic plan provides the university with a really positive future. In particular, Brathay is interested in employability and widening participation, with these strands we can influence the future of Cumbria, its young people and the economy.”

Godfrey Owen,
CEO Brathay

Due to the challenges created by an ageing workforce, around 45,000 jobs need to be filled through apprenticeships and work-based training; growing and retaining graduate and higher-level skills.

We are committed to working with partners in Cumbria to address the need to improve competitiveness and increase levels of productivity across all economic sectors.

The Gross Value Added (GVA) per hour in Cumbria was £29.1 in 2016, which is below the North West average (£29.9) and significantly lower than the UK (£32.6). The university will contribute significantly to addressing this issue, working with partners in the development of higher-level skills through the Local Industrial Strategy.

The university as an Anchor Institution supports the strategy in many ways, such as:

- **Upskilling and reskilling of the workforce is made easier through higher education;**
 - **Universities promote cultural vibrancy and innovation; and**
 - **Support for small and medium enterprises is enabled.**
- The university can influence the following core economic issues by:
- **Participation rates increase with the closeness of a university to the homes of participants;**
 - **Higher graduate numbers are associated with lower unemployment;**
 - **Universities attract students from outside the region, and they tend to settle where they have studied;**
 - **Higher educational opportunities aid retention of working-age adults and beyond;**
 - **Attracting and retaining young local, national and international talent;**
 - **Enabling productivity across all sectors by applying digital transformation services;**
 - **Establishing a knowledge-based economy that increases GVA opportunities;**
 - **Lifting the level of higher-level qualifications with postgraduate study and research and development; and**
 - **Enhancing the cultural richness of the region.**



Project Academy for Sellafield

Sellafield is one example where the university is supporting employers across the region to enhance the skills of their workforce. We are providing specialist education, training and professional qualifications necessary to deliver the complex and challenging projects associated with decommissioning and managing Europe's most complex nuclear site.

“From April 2016, the University of Cumbria has met all of the needs of our Project Academy, delivering high-quality education to more than 1,500 people from Sellafield. This has enable 18 other companies to realise the benefits from Sellafield Project Academy to educate their own employees, improving the skills in our region.”

**Ian Marr,
Project Director at Sellafield Limited**





OUR ROLE IN THE FUTURE

Our three-year strategic plan builds on positioning us as a thriving, lead player in delivering professional higher-level learning to meet the demands of an ever-evolving workforce and emerging markets.

We aim to develop new areas of provision, focussed on partnerships with educational, employer, sector and stakeholder.

What makes us distinct is our location and our role in contributing to the vibrancy of these places. Our five campuses within the Lake District World Heritage Site, Cumbria, Lancaster and London connect us with landscapes, culture and specialist industries no other university can offer.

We are in the business of possibility and prosperity, enriching people to be more, bringing new thinking and skills to change the world by being a university of greater influence and significance regionally, nationally and internationally.

We aim to develop new areas of provision, focussed on partnerships with educational, employer, sector and stakeholder.

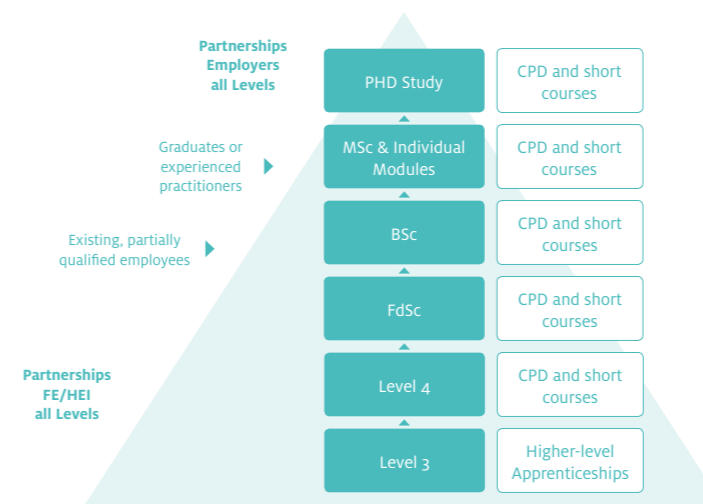
Our key developments are expected to lead to a doubling in student numbers in Carlisle through the university's existing Institutes and Centres and the new Institute of Industrial Practice, bringing together existing and planned activity to support the local and regional economy. In conjunction with this is our vision for Lancaster, London and Ambleside and the intention to increase relevant provision in all these locations.

The university is actively involved with partners in the development of the **Local Industrial Strategy** for Cumbria to improve socioeconomic conditions in the county. We have already demonstrated our capacity to attract and retain young people in the county through our higher education provision. Enhancing the quality of these courses and increasing campus vitality shows the university has a continued commitment to make Cumbria an attractive place to study and acquire higher-level skills.

Key to building skills is a ladder of progression, whether this is through employers, schools or Further Education (FE) colleges.

In this exciting and rapidly changing period, we are complementing our existing portfolio of provision with some significant developments that embrace technology and will lead to enhancement in innovation, productivity and skills in the future.

Ladder of Educational Opportunity



INSTITUTE OF BUSINESS, INDUSTRY AND LEADERSHIP

Making a significant contribution to the economic wellbeing of Cumbria is at the centre of the new Institute for Business, Industry and Leadership at the University of Cumbria

The role holder will be based at either Lancaster or Carlisle.

Based on recent commercial successes and other significant developments with industrial partners the *Institute of Business, Industry and Leadership* was established in August 2019 and looks to build upon and expand on the University's long history of providing education, training and workforce development solutions to a range of organisations and sectors. Meeting employer needs and workforce requirements is an area of excellence and we work closely with our clients to deliver high quality, work relevant programmes and interventions designed to support organisational change and development.

Under the executive leadership of Ms Jackie Arnold MBE, Pro Vice Chancellor (Region and Employer Engagement) the Institute is focused on ensuring we have a strong offer to meet our region's and employers' needs, with a firm emphasis on growing income, reputation, visibility and student outcomes. Two directors (one Business Development and Innovation and one Academic) will work together closely to lead and develop the Institute, along with a number of other members of a senior leadership team and staff.

Alongside existing academic subject areas, including Project Management, Business, Industrial Skills, Transformative Leadership, Policing, Criminology, and Law, and related areas of expertise we aim to present a coherent, yet diverse offer to employers as well as looking at emerging themes of demand where we are able to utilise the expertise of existing and new staff joining the area.

The new institute provides businesses with access to a diverse range of talent and knowledge from academics and professionals to deliver learning and business development solutions to meet the need of our region's employers all in one place.

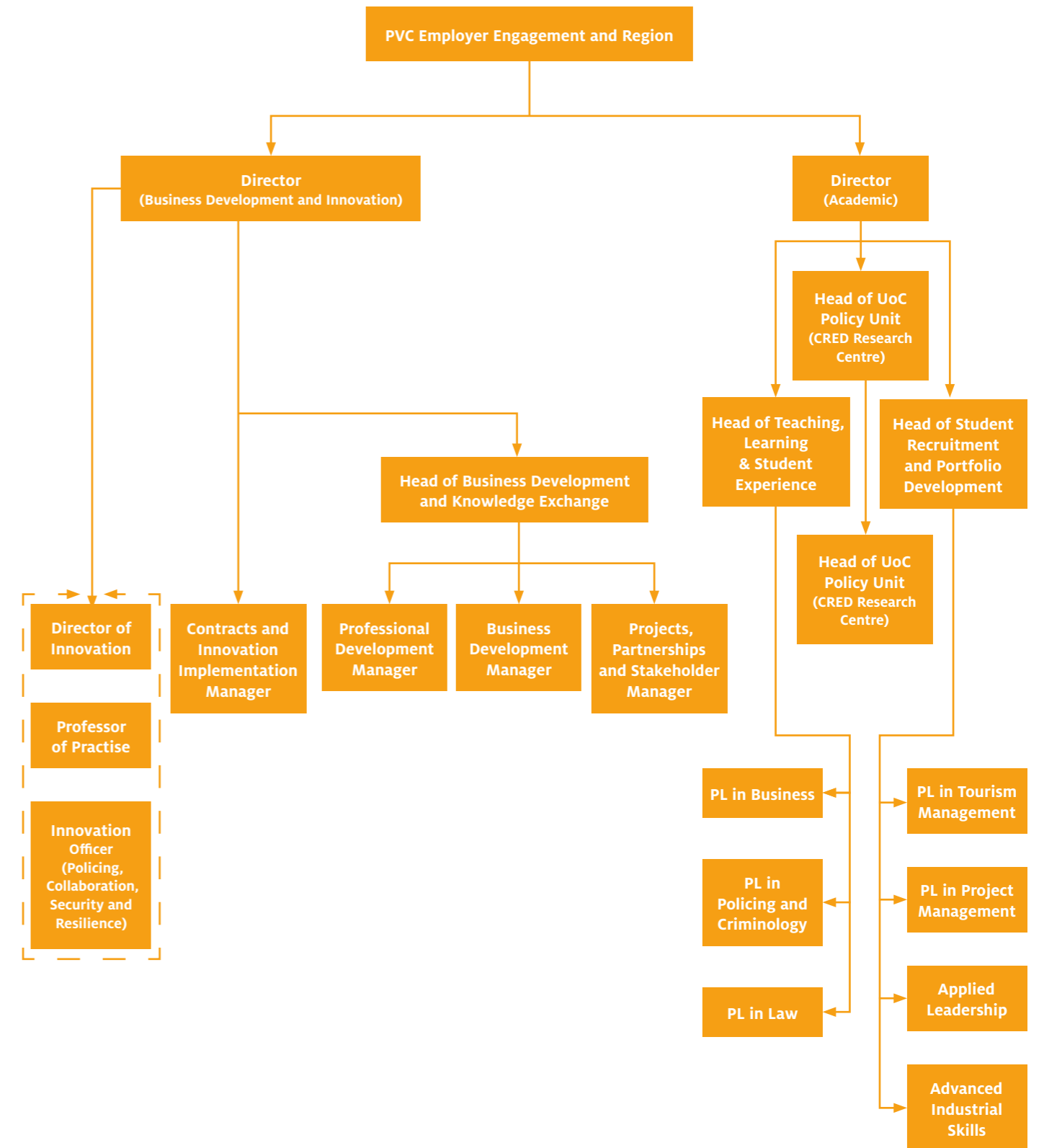
We are committed to delivering graduates with the skills and thinking modern business needs through our collaboration with industry. Combined with graduate skills, we are developing a range of apprenticeship programmes to enable industry to grow their talent supported by high-quality academic input to shape applied learning.

We know that one size does not fit all, and that is why we are committed to working with employers, trade bodies and the Local Enterprise Partnerships to tailor learning needs, and where we can develop bespoke solutions for single employers or key sectors.

Our growing portfolio of programmes includes short courses, professional qualifications, undergraduate and postgraduate learning, research degree and degree apprenticeships.

We believe we can offer modern businesses a range of programmes to meet their needs. We are committed to working in partnership with businesses to shape solutions to meet their employment and skills challenges.

IoBIL STRUCTURE



SCHOOL OF DIGITAL TRANSFORMATION

Part of the new Institute of Business, Industry and Leadership, the School will support the Government's digital agenda, expressed through the National Industrial Strategy (2017) and Digital Strategy (2016). Cybersecurity, data analytics, coding and applications of digital skills in health are areas for expansion, building on existing capabilities in health science, risk, security and resilience. The university has partnerships with organisations in these fields, including NUVIA, NHS Trusts and the nuclear supply chain.

We are re-imagining our Business School to become part of the new Institute of Business, Industry and Leadership. Staff, students and technical staff will be co-located in a high-quality teaching, learning, consulting and research environment, in which businesses and the public will make direct contact with specialists in digital skills, business, project management, general management and creativity.

The Visitor Economy

This sector forms a significant element of the economy of our region and is currently unsupported. We will develop an offer to provide higher-level skills to support the development and prosperity of the sector. We will do this by providing residents and students with the necessary skills to access opportunity within an area offering a wealth of visitor attractions including two world heritage sites, several areas of outstanding natural beauty and adventure sports opportunities.

The development of the new Institute sits alongside:

- **The Institute for Health, which continues to support the skills needs of the region, by attracting and retaining health professionals, with particular new emphasis on meeting the needs of an ageing population and the use of technology to deliver existing and new services and resources to health care users and providers;**
- **The Institute of Arts, incorporating the rapidly growing emphasis on digital creative skills;**
- **The Institute of Education; and**
- **Our growing STEM, natural resources and outdoor studies provision.**

Our enhanced skills-based offer will support an increase in GVA per hour worked across all sectors, all employers educate their staff through, or recruit students graduating from, the university.

DELIVERY THROUGH PEOPLE

We have brought new high profile (HE, industrial, service and public sector) talent and skills into the university to deliver our ambition, providing significant and sustainable strength, in-depth skills and leadership capacity. This includes (amongst others):

Our ambition is to provide significant and sustainable strength, in-depth skills and leadership capacity.

- Professor Rob Trimble, former Pro Vice Chancellor (Education and Student Experience) at the University of Sunderland, as Pro Vice Chancellor (Academic);
- Pro Vice-Chancellor Jackie Arnold, formerly Head of Strategy & Skills, BAE Systems and Deputy Chair Cumbria Local Enterprise Partnership to lead on employer engagement and regional positioning;
- David Chesser, former Chief Operating Officer Northumbria University and York St John as Chief Operating Officer;
- Professor Andy Gale (Emeritus Professor, University of Manchester) is the Director of Innovation;
- Professor Brian Webster-Henderson, current Chair of the UK Council Deans for Health, to lead the Institute for Health.
- Valerie Reid brings her expertise as a Mezzo-Soprano across the international opera scene to support the Institute of Arts;
- Keith Partridge, Emmy award-winning director, videographer, photographer and author, is working with Institute of Arts, bringing expertise of the cultural world to Carlisle;
- Marc Seale, Chief Executive of the Health & Care Professions Council (HCPC) is working with health lecturers and students;
- Ian Stephens, former Managing Director of Cumbria Tourism, to support the development of the university's visitor economy portfolio;
- Dr Andrew Turnell, a co-creator of the Signs of Safety approach to child protection casework, is working with social work staff;
- Brigadier General Toby Rowland, one of the army's most senior healthcare leaders, is working with health lecturers and students;
- Julia Aglionby, One of England's most influential uplands and common ground specialists, is developing the relevance and impact of our Centre for National Parks and Protected Areas, as well as extending the reach and provision of the Ambleside campus.

We have also appointed Professors of Practice to share their expertise in a variety of fields to enhance the curriculum. Working in collaboration with industry experts allows our students to gain even more real world experience from those who are actively involved at the highest level:

- Professor Graeme Danby, English National Opera Operatic Bass, is supporting the delivery within Institute of Arts;



OUR PEOPLE DELIVER

THE ROLE



Responsible to:

Pro Vice Chancellor

Responsible for:

- Head of Student, Recruitment & Portfolio Development
- Head of Teaching Learning and Student Experience
- Research Centre Director (where appropriate)

Job purpose:

Strategic leadership and management of the Institute, in support of the strategic objectives.

Main duties and responsibilities:

- Provide strategic leadership and management of the institute within the context of the Strategic Plan, Institute Plan, Academic Strategy and other university strategies, plans and initiatives, including the Annual Operating Plan.
- Contribute to corporate decision making and to the development of strategy and policy linked to university objectives.
- Deputise for the PVC where relevant and appropriate.
- Further establish and enhance the reputation and standing of the institute within the region and beyond, across the full range of stakeholder groups.
- Oversee the development and implementation of the institutes' strategic plan including portfolio and product/ programme development; the continued development and fitness of the academy; learning and teaching; research and enterprise and employer engagement.
- Lead and promote the achievement of a high quality student experience and outcomes across a diverse range of on campus and off campus learner groups, including transnational provision with overseas partners.
- To be responsible for the planning and management of delegated budgets.
- Ensure the focus and priorities of research, professional practice and employer engagement support the university's and institute academic aims including REF and KEF.

- Lead the expansion and enhancement of research, enterprise and commercial activities undertaken by the institute.
- Ensure the institute has a clear strategic approach to planning, logistics and the deployment of its staffing and non-staffing resources, across all delivery sites.
- Oversee the continuous development and delivery of the institutes' international strategy, within the context of the university's international strategy, plans and objectives.
- Foster and stimulate innovation and enhancement in all aspects of the institutes' activity.
- Responsible for meeting Institution targets in relation to income, student recruitment, student outcome target (attainment), non-continuation and student satisfaction (NSS).
- Promote and represent the institute and university regionally, nationally and internationally, developing and enhancing collaborative partnerships with industry, business & commerce, professional bodies, public sector and other client and stakeholder groups.
- Promote and represent the institute internally and develop productive and collaborative partnerships with other institutes and services.
- Where required, take responsibility for a cross-institutional project or area beyond the institute, supporting the University Executive on university-wide projects.
- Maintain responsibility for the Health and Safety requirements of the institute including its staff, environment and audits as required in accordance with our Health and Safety policy.

It is the university's intention that this job description is seen as a guide to the major areas and duties for which the post holder is accountable. However, the business will change and your obligations will vary and develop. This job description should be seen as a guide and not as a permanent, definitive and exhaustive statement.

THE PERSON

Qualifications, knowledge and experience

- A relevant first and postgraduate degree or equivalent professional qualification. A PhD is desirable.
- Record of senior-level leadership and strategic development, possibly in higher education, in an area(s) relevant to the Institute.
- Substantial experience of effective people and project management across multidisciplinary groups.
- High personal academic and/or professional standing in an area relevant to the Institute
- Proven experience of developing and delivery of regional, national and international partnerships with industry, business and commerce.
- Experience of leading the achievement of high quality learning and teaching with a strong commitment to enhancing the student experience.
- Higher education teaching qualification / membership of the Higher Education Academy.

Key competencies

- Sets strategic direction for the Institute ensuring buy in to the decision making process and commitment to decisions made.
- Ability to work collaboratively with the Senior Management Team of the Institute and wider University to ensure the strategic development of the Institute and University.
- Able to effectively present to and facilitate influential groups either within the University or externally. Influences outcomes.
- Ability to build and expand networks and partnerships, within and out with the Institute, to achieve both strategic and operational objectives.
- Evidence of promoting and celebrating a vibrant and inclusive learning and teaching culture and academic community, which is informed and enriched by research, professional practice and pedagogic expertise.
- Commitment to the strategic plan and values of the University especially in relation to equality of opportunity at work, a healthy and safe working environment and the expected behaviours of an effective leader.

Other requirements

As a senior post holder, you will demonstrate professionalism, technical competence, good interpersonal and networking skills and the ability to work independently as required. You will lead and role model the universities values and leadership behaviours and be an integral part of delivering the university's equality, diversity and inclusivity priorities.

You will at all times operate within established university regulations and procedures and will need to demonstrate an understanding of the needs of a large, complex, multi campus university.

On occasions and in line with operational needs you will be required to travel to other campuses and sites, nationally or internationally.

As a senior post holder, you will be expected to work flexibly in discharging duties. The normal working week is defined in the contract of employment but because of the nature of the post, you will be required to work flexibly and for such hours as are necessary to fulfil the responsibilities of the post.

HOW TO APPLY

Please contact Kiersten Avery
at Dixon Walter at:

kiersten@dixonwalter.co.uk
or on 0191 500 5500
or by clicking [here](#)

To apply please submit:

- An up-to-date CV with details of your current or last remuneration
- A covering letter of no more than 2,000 words that addresses the requirements in the person specification
- Details of three referees (one of whom should be your current employer), including name, nature of your relationship, position and contact details. References will not be taken up without prior consent
- A completed equal opportunities and diversity form (also available to download from the campaign site)

These documents should be emailed to:
[**kiersten@dixonwalter.co.uk**](mailto:kiersten@dixonwalter.co.uk)

Key dates for your diary

- The closing date for applications:
FRIDAY 8 NOVEMBER 2019
- Final stage assessment and selection will be held
**week commencing 25 November
or 2nd December 2019**

University of Cumbria

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