

UNIVERSITY OF  
Southampton

# SHAPE OUR SUCCESS

JOIN OUR REMARKABLE COMMUNITY

# FOREWORD

## Thank you for your interest in the position of Vice President (Operations) at the University of Southampton.

The impact of the worldwide COVID-19 pandemic required us to reaffirm what matters most as a diverse community and to develop an interim strategy that enables us to emerge from it strongly and safely. Our Bridging Strategy sets out guiding principles that will inform how we think smarter, assess risk, make decisions, and take actions over the next 12-18 months in a more flexible and imaginative way. It will help us to navigate both the impacts of COVID-19 as we experience them today and its future health and economic uncertainties.

This role will be part of a new executive team that will enable us to achieve these bold ambitions and thrive in this changing external environment. It will play an important part in championing the re-articulation of our University Strategy.

The core of our current Strategy is as relevant today as it was when it was first launched nearly four years ago. However, much has changed since then, including huge political, geo-political and economic changes in the UK and worldwide. We are currently reviewing our Strategy to ensure that we continue to deliver excellence in all areas in this new global landscape, and this role will be crucial in delivering strategic ideas and activities.

The need for leading research-intensive universities like Southampton to help tackle some of the world's biggest challenges has never been more important and urgent. Our aim is to change the world for the better, bringing together realms of research, creativity and knowledge to have a truly collaborative, immersive and groundbreaking impact. We care about the challenges that humanity is facing, and work to support others on both a local and global scale.

We are already known as a founding member of both the UK's prestigious Russell Group of leading research-intensive universities and the Worldwide Universities Network (WUN). With campus operations in Malaysia and China, as well as major partnerships in Singapore, we have a global outlook that attracts the most talented staff and students from around the world.

If you believe you have the skills, experience and drive to help shape the future of the University of Southampton, then we look forward to receiving your application.



### Together we advance

Engaging partners across the world to make a real impact on society's biggest challenges.

Page 4

### Our principles

Activities underpinned by the values determined by our University community.

Page 6

### Overview of the role

Vice-President (Operations).

Page 9

### The role

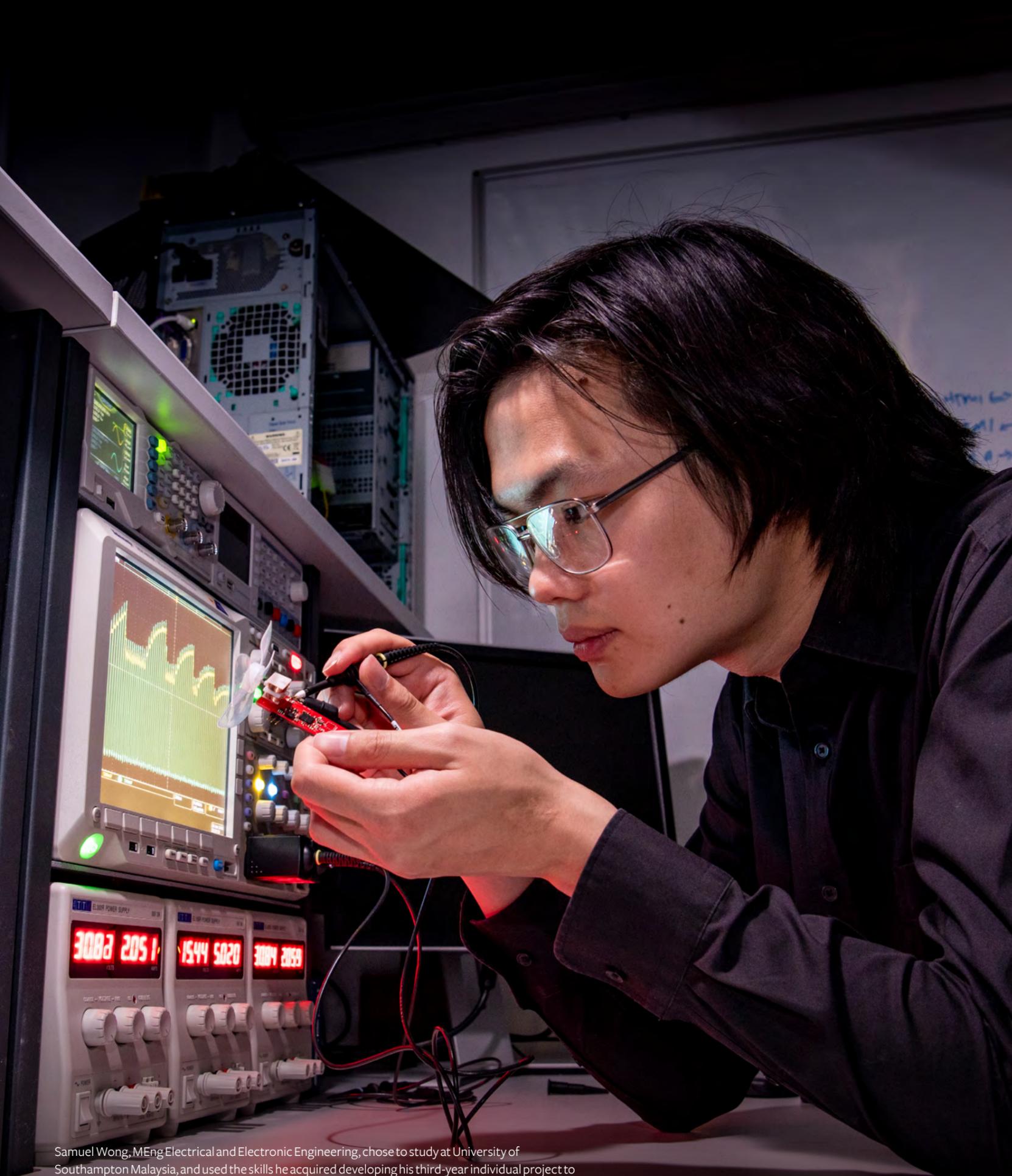
Job description and candidate profile.

Page 10

### Location

The University and region.

Page 14



Samuel Wong, MEng Electrical and Electronic Engineering, chose to study at University of Southampton Malaysia, and used the skills he acquired developing his third-year individual project to successfully apply for a full-time summer internship and part-time work on research projects during term time. Samuel graduated in 2019 and then took up a place at Southampton to pursue his PhD.

# TOGETHER WE ADVANCE

**Engaging partners across the world to make a real impact on society's biggest challenges.**

Our University community is committed to the highest quality in everything we do. We have a global reputation for our passion and ability to work collaboratively in delivering world-class education, research and innovation that makes a real impact on society's biggest challenges.

Collegiality is one of our four core Strategy principles, and is at the heart of everything we do. Collegiality highlights how we all have a role to play in working together to achieve our vision.

Here at the University, we have developed a set of behaviours which set out our expectation of all staff working at the University. These behaviours demonstrate the steps we can all take to becoming simply better. The Southampton behaviours of working together, developing others, delivering quality and driving sustainability are underpinned by personal leadership and will enable us to embed collegiality throughout the University.

Our exceptional students share in the journeys of discovery and become confident thinkers who can realise their full potential. We attract high-quality students from over 130 countries. We educate students through University of Southampton Malaysia and collaborations with prestigious partners globally.

As students become graduates of the University they join our wider, global community of over 250,000 alumni and are able to access a network that can provide further opportunities across the world.

As a forward thinking institution, we will strengthen our reputation, increasing our national and international rankings to secure a position in the top 10 in the UK and strengthen our position in the top 100 internationally. A reputation for delivering excellence and an exemplary student experience will lead to increased demand from the best students, sustained support from research funders and strong support from our alumni.

To help us increase our reputation and ultimately our rankings, we align our activities with our four principles: collegiality, quality, internationalisation and sustainability. Through these principles we build on our successes to deliver internationally excellent research, a high-quality education and student experience, and develop strong, sustainable relationships with key partners. These actions will help us achieve a financially, socially and environmentally sustainable university.

**Work with us: together we advance.**

 **Find out more**  
The University Strategy

# COLLEGIALITY



**We achieve more together. We are one team working toward, planning for, and delivering a shared vision.**

Our annual Vice-Chancellor's Awards recognise and celebrate truly exceptional contributions, which have been made by our staff during the academic year.

# SUSTAINABILITY



**We are imaginative and resourceful. We ensure our actions lead to financial, social and environmental sustainability.**

'Masai Mara', a life-size elephant sculpture crafted from recycled denim and installed at Tate Modern in April 2019, is the work of the fashion designer, Liang Mingyu. Liang collaborated with staff and students from Winchester School of Art as part of their 'Itinerant Objects' programme for Tate Exchange, while engaging with issues of sustainability in fashion production and ecosystems.

# QUALITY

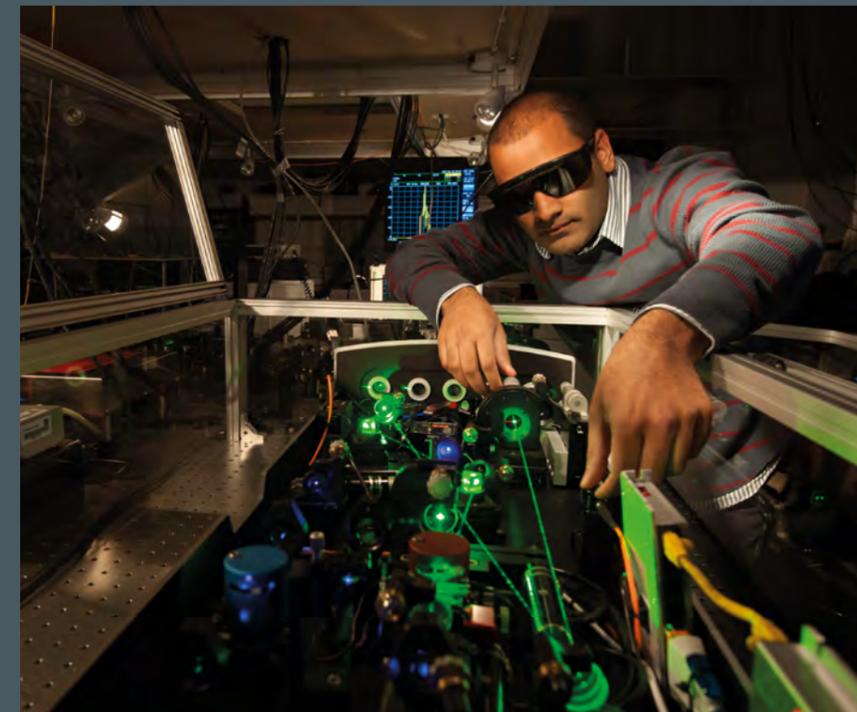


**We aspire to be the best in all we do, inspiring the confidence and ambition that enables our staff and students to reach their full potential.**

Professor David Read, Professorial Fellow in Chemical Education and Head of Education in Chemistry, was awarded a prestigious National Teaching Fellowship in 2017 for his innovative approach to teaching.

Along with his PhD students, he is leading a project to develop the world's first Laboratory Response System, which he names 'Labdog.' This technology will allow students to answer conceptual questions as they carry out their practical work, ensuring that students get more out of their time in the lab than just following a pre-organised process.

# INTERNATIONALISATION



**We are committed to the highest standards. We deliver across global markets and build strong partnerships with other leading universities.**

Outside of the UK, collaborations with prestigious partners such as Xiamen University in China, Singapore Institute of Management and Nanyang Technological University, where we have opened a photonics institute, allow students opportunities to study a wide range of subjects and undertake research in an international environment.



The University of Southampton and Solent University have endorsed Southampton's bid to become UK City of Culture 2025 by signing up to become official partners.

President and Vice Chancellor, Professor Mark E. Smith said: "The bid to become UK City of Culture 2025 is an ambitious project to put arts and culture at the heart of how the city understands itself and the University is excited to be lending our support."

Image: 4,900 Colours (Version I), 2007.  
Installation view: John Hansard Gallery.  
ARTIST ROOMS: Gerhard Richter.  
© Gerhard Richter 2018.

# OVERVIEW OF THE ROLE

**Southampton is a truly agile organisation; we have developed an interim strategy that will enable us to emerge from the global COVID-19 pandemic strongly and safely. Our Bridging Strategy will help us to navigate both the impacts of COVID-19 as we experience them today and its future health and economic uncertainties.**

**We are now approaching another exciting stage in the University's strategic development, ensuring that we continue to maintain our status as a remarkable global institution for education and research, and put students at the very heart of our vision. This post is key to advancing our position as one of the world's top 100 universities.\***

## Vice-President (Operations)

The new Vice-President (Operations) will instil a culture of high performance within our Professional Services teams, ensuring that Southampton is established and renowned as an innovative, entrepreneurial and international university. They will play a key role in delivering the University's vision and academic mission alongside the President and Vice-Chancellor and the senior leadership team.

This position will be responsible for leading, organising, aligning and delivering the core services that are essential for the University's mission and strategic ambitions.

As a transformational leader, they will effectively lead and inspire the Professional Services, evaluating, implementing and reviewing appropriate business plans and operating models. This role will also contribute to the formulation of strategic and financial planning.

The successful candidate for this position will be ambitious and outward looking with values that match our own values and principles: collegiality, quality, internationalisation and sustainability. They will have a deep understanding of the global Higher Education sector, as well as a proven ability to lead and manage innovative change throughout an organisation, and the skills to build

and maintain successful working relationships. They will be able to think both analytically and creatively, with the ability to handle complexities and empower and support people, as well as cultivating and leading diverse teams.

The role will foster a culture in which our entire community recognises that a great student experience comes from excellent communication, and that delivering the highest-quality student experience possible is a responsibility shared by every member of staff here at the University of Southampton.

## How to apply

For a conversation in confidence or details of how to apply, please contact

**Mark Holleran**  
[southampton@talentedu.co.uk](mailto:southampton@talentedu.co.uk)  
**020 3290 2907**

The closing date for receipt of applications is midnight (GMT) on **Monday 3 May 2021**.

Following a longlist meeting of the Search Committee, successful candidates will be invited to attend an Engagement Day on **Friday 21 May 2021**.

Interviews are currently scheduled to take place on **Tuesday 22 June 2021**.

\*QS World University Rankings, 2021

# ROLE OF VICE-PRESIDENT (OPERATIONS)

## Job purpose

Reporting to and accountable to the President and Vice-Chancellor, the Vice-President (Operations) (VP Ops) is responsible for the effective leadership, organisation, alignment and delivery of the core enabling services that underpin the realisation of the University's mission and strategic ambitions. The VP Ops will provide cross-University transformational leadership to ensure that Southampton is positioned distinctively as an innovative, entrepreneurial and international university.

The VP Ops will:

Provide leadership and executive management to Professional Services at the University, working effectively as a key member of the University's senior leadership team.

Contribute to the formulation of strategic and financial planning and the governance required to meet the University's objectives.

Ensure the efficient and effective management and delivery of the University's support services, empowering, developing and supporting directors of service to maximise levels of engagement and performance.

Provide timely, high-quality and relevant information against defined strategic priorities and valid projections that guide performance targets.

## Key accountabilities/primary responsibilities

- Work with the President and Vice-Chancellor and the senior leadership team to deliver the University's vision and academic mission through the achievement of strategic goals. Contribute to the effectiveness of the senior leadership team, acting as a role model for the University's core values and principles.
- Ensure the provision of a high-quality, customer-focused and innovative support service that enables the academic mission and responds to changing demands and priorities.

- Identify and prioritise resource allocation within and across the University through the annual business planning process, maximising the efficient use of resources and ensuring long term financial and environmental sustainability and efficiency.
- Successfully evaluate, implement and review appropriate business plans and operating models.
- Inculcate a high performance culture which is responsive to change, develops leadership, fosters engagement and attracts and retains high-performing staff.
- Ensure the University develops and successfully implements policies and procedures to satisfy legislation, statutory obligations and recognised codes of practice. Ensure the University is compliant with its Statutes, Ordinances and Regulations without undue bureaucracy. Protect the reputation of the University by embedding and monitoring risk management into decision making.
- Act as Secretary to Council of the University ensuring that the University meets its statutory responsibilities, the principles of good governance are observed and the correct procedures for the conduct of business are followed.
- Chair committees and groups as appropriate and deputise for the President and Vice-Chancellor as required.
- Represent and promote the University externally, nationally and internationally, at a senior level with other academic institutions, public bodies and other organisations.
- Foster and promote the special character of Southampton as an innovative, entrepreneurial and international University, building on its reputation for dual excellence in multidisciplinary research and high-quality education.
- Any other duties as allocated by the line manager following consultation with the post holder.

## Internal and external relationships

### Internal

- President and Vice-Chancellor, Senior Vice-President, Vice-Presidents, Deans, Associate Deans, Heads of School, Executive Directors and Directors of Professional Services, Director and Associate Directors of Faculty Operations.

### External

- Key stakeholders in external organisations, including Universities UK, the Universities and Colleges Employers' Association, Southampton University Students' Union, Southampton City Council, Hampshire County Council, students, parents and senior alumni.

# CANDIDATE PROFILE

## Qualifications, knowledge and experience

### Essential

- Successful record of leading complex multi-faceted operations and professional services in a large-scale, internationally-recognised and knowledge-led organisation or a major component of such an organisation.
- Ability to handle complexity, respond to uncertain circumstances and initiate and implement strategic change.
- Understanding of and/or empathy for higher education and its current and emerging global trends.
- Ability to apply strong commercial skills and financial acumen in a non-commercial environment.

## Planning and organising

### Essential

- Translates strategic vision into reality, designing frameworks to turn plans into actions.
- Defines goals and priorities, developing operation plans, delegating appropriately and holding people to account.
- Thinks and operates at a strategic level to maximise opportunities, articulating and pursuing a long-term vision while meeting daily demands.

## Problem solving and initiative

### Essential

- Thinks analytically and creatively to solve complex strategic and organisational problems.
- Identifies risks and options, developing strategies to manage and mitigate them.
- Analyses complex data/information easily to inform decisions and make judgements.
- Responds to change positively, demonstrating agility and flexibility, particularly when problem solving.

## Management and teamwork

### Essential

- Leads and develops diverse teams, empowering and supporting people, creating effective organisational structures and managing through influence as well as through executive authority.
- Establishes and sustains both a customer service and a high-performance management culture.
- Actively encourages multidisciplinary and cross-functional working to achieve shared objectives.
- Inspires a culture that shares credit for success and failure, rewards initiative, encourages risk-taking and cultivates a climate of shared decision-making.
- Organisationally sensitive with a genuine interest in people at all levels.

## Communicating and influencing

### Essential

- Articulates ideas and messages with clarity and consistency in a variety of ways to diverse audiences.
- Builds strong relationships and support for initiatives, aligning activity and resources to deliver strategic objectives.
- Understands the need for clear communications of the role of support services, co-ordinated and led by the centre, to be delivered in a consistent way in a local context.

## Other skills and behaviours

### Essential

- Intellectual capacity, stamina and agility to deal with a broad span of duties, to gain the respect of a wide range of people and to balance internal and external demands.
- Personal presence and able to project and inspire confidence at all levels, fostering a community in which students, staff, alumni and partners feel motivated to participate.
- High level of emotional intelligence with excellent judgement and a developmental coaching style.
- Resilient, adaptable and clear minded, accepting of differing views while achieving results.
- Instinctive understanding of what constitutes excellence and what it takes to achieve and sustain it with a determination constantly to seek improvement.
- Alignment with the University's values of excellence, creativity, integrity and community.

## Special requirements

- Able to attend national and international conferences as required.

Medicine for Older People  
Wards G5, G6, G7, G8, G9



A pioneering protective respirator, known as PeRSO, is now being used by healthcare staff treating COVID-19 patients around the country after receiving approval from the regulators. Developed by a collaboration of engineers from the University of Southampton, clinicians at University Hospital Southampton and industry partners, over 10,000 respirators have now been provided to staff in more than 20 NHS trusts. Southampton Professors Paul Elkington and Hywel Morgan, who have led the PeRSO project from its inception, were awarded MBEs in HM The Queen's Birthday Honours, 2020.

Southampton is a global top  
**100**  
University<sup>1</sup>



Over  
**60%**  
of our publications are internationally co-authored



Engaged in research with over  
**500**  
overseas partners



We attract high-quality students from over 130 countries



Received  
**£120m**  
in research grant and contracts income in 2019/20<sup>2</sup>



A founding member of the Russell Group of 24 major research-intensive universities in the UK



Engineering and Physical Sciences Research Council (EPSRC) grant portfolio totalling over £215m<sup>4</sup>



Founding member of the World Universities Network

We have over  
**19,000**  
students<sup>5</sup>



Our contracts with industry are worth about  
**£55m**  
annually



**Top 20**  
in the UK<sup>7</sup>

Our 250,000 alumni community spans over  
**190**  
countries



We employ over 6,500 staff

Southampton is ranked eighth in the UK for research intensity<sup>6</sup>



Our income exceeded £583m in the 2019/20 financial year<sup>2</sup>



**16**  
spin out companies since 2000<sup>3</sup>



Our partnership with Lloyd's Register represents the largest university-business collaboration of its kind in the UK



At any one time we are working with over  
**1,500**  
external organisations around the globe



**Silver award**  
Teaching Excellence Framework<sup>8</sup>

<sup>1</sup> QS World University Rankings, 2021

<sup>2</sup> University of Southampton Financial Report, 2019/20

<sup>3</sup> Higher Education – Business and Community Interaction Survey (HE-BCI), 2016/17

<sup>4</sup> EPSRC Grants on the Web, March 2021

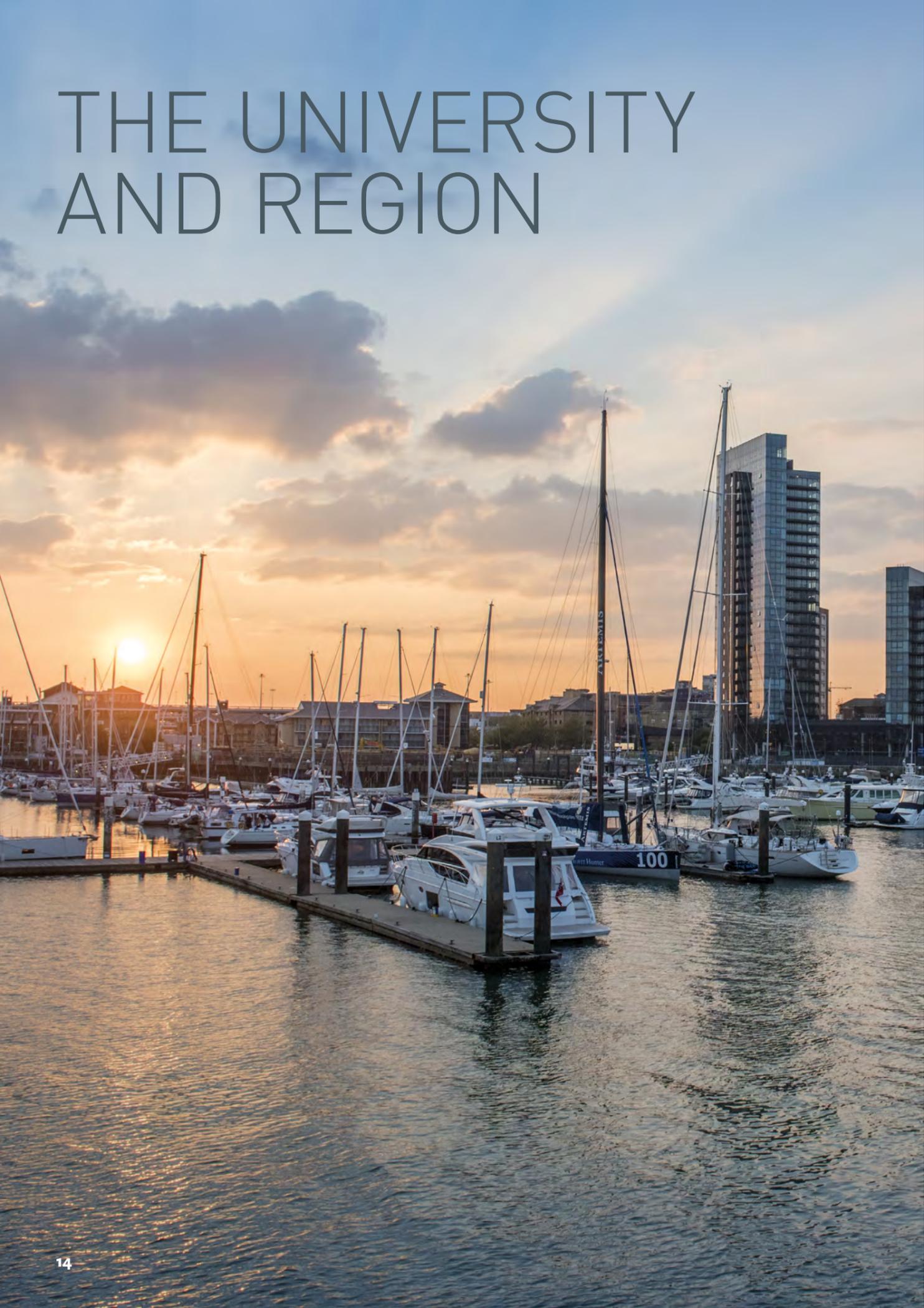
<sup>5</sup> University of Southampton Student and Academic Administration database, December 2020

<sup>6</sup> Times Higher Education Research Excellence Framework, 2014

<sup>7</sup> The Complete University Guide 2021

<sup>8</sup> Teaching Excellence and Student Outcomes Framework (TEF), awarded June 2018, valid for three years until June 2021

# THE UNIVERSITY AND REGION



## The University campuses

The University has five lively and diverse campuses in Southampton, one in Winchester and an engineering campus in Malaysia.

Our main Highfield Campus is home to state-of-the-art teaching and research facilities, as well as one of the UK's leading music venues, Turner Sims Southampton. It also houses our sports complex, the Hartley Library, the Students' Union and Staff Social Centre.

Close to Highfield, the Avenue Campus houses most of the humanities disciplines and the Centre for Language Study. It also has a purpose-built archaeology building with state-of-the-art facilities for teaching and research.

A few minutes' walk from Highfield, is the Boldrewood Innovation Campus. The University's collaboration with Lloyd's Register represents one of the largest business partnerships with any single university in the world. Our new £170m campus is the result of this partnership and is home to the Southampton Marine and Maritime Institute.

Three miles west of Highfield, University Hospital Southampton is the base for the University's Faculty of Medicine. The campus offers modern laboratories, computer suites, refurbished lecture theatres and a specialist Health Services library. It is also home to our purpose-built Centre for Cancer Immunology which opened in 2018 following a successful £25m fundraising campaign.

Situated on the city's waterfront, the National Oceanography Centre Southampton (NOCS) is one of the world's leading research centres for the study of ocean and Earth science.

Our main Highfield Campus is home to state-of-the-art teaching and research facilities, as well as one of the UK's leading music venues, Turner Sims Southampton.

Close to Winchester city centre, 12 miles north of Southampton, our internationally renowned Winchester School of Art provides studios and workshops, an extensive specialist library and a well-stocked art supplies shop. The Winchester Gallery is based on campus.

Set just outside Southampton, our Science Park is a hub of innovation, hosting a range of exceptional facilities and home to science and technology businesses from start-ups to multinationals.

## Southampton

Southampton is a thriving modern city, steeped in history and culture, while less than an hour away the New Forest National Park offers vast open heathland and beautiful forest.

### A lively city

The city offers a vibrant mix of recreation, culture and entertainment – from restaurants, cafés, bars and nightclubs to cinemas, sports facilities and internationally acclaimed arts venues. Close to the city centre, the University forms an integral part of this dynamic, multicultural city.

### A growing city

The city is benefiting from substantial, ongoing investment with £1.6bn committed and a further £1.4bn planned in the next 10 years. The University's John Hansard Gallery has relocated to Studio 144, the new art complex at the heart of the city's new Cultural Quarter. There has been £85m of investment in Watermark at West Quay and there is a £400m redevelopment plan for the Royal Pier Waterfront which sees over 400 cruise ship visits a year. The University is worth over £1bn-a-year to the regional economy and is a key part in ensuring Southampton's thriving future.

### A coastal location

Southampton has one of the biggest commercial ports in Europe, and the city is known across the world as the home of the prestigious cruise liners, *Queen Elizabeth*, *Queen Mary 2* and *Queen Victoria*. With a coastal location, there is a vast range of opportunities for sport and leisure, with a major focus on water sports, sailing and ocean racing.

### A gateway to the world

Just over an hour from central London, Southampton has excellent transport links with the rest of the UK and internationally, by road, rail, sea and air. Our award-winning unilink bus service connects all Southampton campuses and halls of residence, the city centre, the airport and railway stations.

## Winchester

The historic city of Winchester has a rich cultural heritage, complemented by a lively atmosphere and a wide variety of pubs and restaurants, museums, theatres and galleries.

See for yourself what the University and surrounding area has to offer:

 [View our virtual tours](#)

 [Watch our video](#)



**Find out more**

Contact Mark Holleran  
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020 3290 2907