

# HEIDRICK & STRUGGLES

## University of Stirling

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Head, School of Education

October 2012



Heidrick & Struggles advises the University on the basis of an exclusive consulting assignment. The following details are for your personal information and should be kept confidential.

## Introduction & context

The University of Stirling is an internationally renowned, research-led institution whose progressive values, academic excellence and stunning natural situation offer its 12,000 students an exceptional educational experience.

With disciplinary strengths noted for their relevance to improving lives, Stirling is a leading research university in the fields of health and wellbeing, the environment and people, culture and society, enterprise and the economy, and sport. It has a strong international presence and continues to build meaningful global partnerships which enhance its reputation as the most innovative university in Scotland.

Well-regarded both for its research – ranked 1st in Scotland in the 2008 RAE – and for its professional programmes, the School of Education is a prestigious part of Stirling’s overall portfolio. It has key strengths in a range of areas including professional education, educational theory, and is growing activities in digital media and education. As well as maximising its input to the REF, it is currently pursuing ambitious strategies around increasing research income, growing post-graduate numbers and enhancing its international profile.

Two professorial appointees are sought to provide leadership to the school. Benefiting from Stirling’s flat structure, the appointed Head of School will enjoy significant budgetary responsibility, executive authority and input into University strategy. S/he will have the freedom and influence necessary to develop the School’s academic profile and nurture interdisciplinary innovation.

In addition to the Head appointment, the School is looking to expand its professorial cadre, and is keen to receive applications from strong candidates with interests compatible with the School’s research groupings: curriculum and learning, educational theory, professional learning and education.

## About the University of Stirling

Founded in 1967, the University of Stirling is the only completely new Scottish institution to be founded since the University of Edinburgh in the 16<sup>th</sup> century. Ideally placed in the heart of Scotland nestling beneath the Ochil Hills, Stirling's truly stunning loch-side campus is home to just over 11,500 students, comprising over 8,800 undergraduates and over 3,500 postgraduates, with more than 100 nationalities represented on campus.

Stirling is a research-led institution with three-quarters of its research judged 'Internationally Excellent' and 'Internationally Recognised' in the RAE 2008, and 10 percent judged to be 'World-leading'. Stirling is also the largest provider of higher education in the less accessible parts of Scotland via its campuses in the Highlands and on the Western Isles. Additionally, Stirling has a growing international profile with campuses and/or collaborations in Shanghai, Oman, Vietnam, as well as the successful Institute for Retail Studies in Singapore.

Moreover, Stirling retains a strong commitment to widening access within the higher education sector, welcoming large numbers of students from state secondary education and further education backgrounds. A big attraction for students is the close-knit community ethos that prevails on Stirling's 310-acre campus, with academic activity centred on health & well-being, culture & society, environment, enterprise & economy and its renowned national Centre for Sporting Excellence in Scotland.

For further information, and to read the latest strategic plan, please visit: [www.stir.ac.uk](http://www.stir.ac.uk)

## About Stirling Education School

The School of Education is highly regarded within the education community and has a strong presence through local and global professional networks. As a research-led centre for excellence, it is recognised for its high quality and innovation in teaching and research. It views education as having a vital role to play in a developing society, whilst facing many challenges arising from political, economic, social, cultural, environmental and technological changes taking place. It provides a critical space within which to address these challenges with its students and facilitates the generation of ideas that enhance the role of education in a range of contexts. Through its research and teaching programmes it is well placed to support those who want to make a difference in the world and are well qualified so to do. It employs around 50 staff.

- **Research**

The School of Education offers a dynamic environment for researchers and research students, with a strong network of national and international collaborative links. It is number one in Scotland for the quality of its research and one of the leading schools in the UK, with 90% of its research assessed as being of international or world leading significance in the 2008 UK Research Assessment Exercise.

It has acknowledged excellence in areas including educational theory, curriculum and learning, and professional practice and learning. Funders for its research include the UK Economic and Social Research Council, charitable foundations, government departments and local authorities. Its research is organised into three research programmes: Educational Theory; Curriculum and Learning; and Professional Practice and Learning. The programmes are linked to two initiatives: The Laboratory for

Educational Theory (TheoryLab) and the Research Network for Professional Practice, Education and Learning (ProPEL).

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## The Head of School role

The Head of School is the senior academic officer of the School, responsible for all aspects of its academic performance. The Head of School will therefore have a substantial record of achievement in a relevant subject area in terms of both academic leadership and international profile.

Candidates may come from a variety of backgrounds, and will face the quite unique challenge of earning respect from scholars as well as the wider world of education. The ability to champion the School's unique brand and ethos – both domestically and internationally – is a core requirement, as is the ability to adroitly and diplomatically manage the School's many talents, as it continues to develop its distinctive brand and offering. Huge energy and enthusiasm, coupled with powerful communication skills and an unwavering commitment to the School's many activities, will be essential.

### Specific Responsibilities

The Head of School will:

- provide dynamic and effective leadership in all academic matters within the School.
- establish and maintain an expectation and culture of excellence and high achievement in both research and teaching.
- set ambitious goals in the context of the University of Stirling's Strategic Plan.
- regularly monitor, communicate and expedite progress against these goals within the School.
- lead on the development of the School's strategic vision and the plans necessary to attain its strategic goals.
- ensure continuous improvement in research performance, knowledge exchange and achievement of external funding.
- promote quality enhancement of learning and teaching.
- lead in developing and promoting inter-disciplinary activities with other Schools, and collaborative activities with other institutions and organisations.
- actively represent and promote the School and the

University externally, identifying and addressing external threats and opportunities.

- continue to demonstrate a significant personal contribution to research output and income generation.

### School management

The Head of School is the accountable manager for all staff within the School and, as such, is responsible for the effective management of staff and their performance and for the discharge of all responsibilities and duties devolved to the School.

The University provides a School Manager as the School's primary support role.

The Head of School will:

- ensure that through the School Manager procedures are in place for the efficient discharge of all aspects of School business.
- be responsible and accountable for planning and agreeing budgets, income targets and other key performance indicators (KPIs), and for monitoring performance against these plans and targets.
- be responsible for HR management throughout the School, ensuring effective monitoring of staff performance, maintenance of 'Achieving Success' review cycles, School adherence to recruitment, development, promotions and reward policies and procedures and, if necessary, to the appropriate disciplinary, grievance or harassment procedures.
- oversee the effective and equitable management of the workload of all staff in the School.
- ensure that arrangements are in place to comply with the University's Statutes, Ordinances, Policies and Procedures, and UK and EU legislation (including health and safety, and equality legislation).
- ensure that effective arrangements are in place to account for and maintain the physical assets and resources of the School and to contribute to the achievement of University objectives in relation to environmental responsibility.

### Reporting structure

The Head of School will report directly to the Deputy Principal (Strategy & Resources). At least twice annually, the Deputy Principal will review Head of School performance and development in the role through 'Achieving Success' meetings.

The Head of School will contribute to the effective management of the University and represent the School both within and outside the University. The Head of School will be responsible for effective communications with staff within the School and will undertake to promote and execute institutional strategies and plans.

### Selection criteria

The core personal attributes that a strong Head of School should possess have been identified as follows:

- An excellent track record of leadership, gained in a high-achieving academic or educational environment.
- Proven commitment to excellence in teaching and research, and evidence of encouraging others to develop and excel in these areas.
- Evidence of significant academic or professional achievement in academic endeavour of national and international standing.
- Demonstrable senior level management experience in a substantial and complex organisation, and evidence of the ability to effectively plan and implement strategic aims and objectives.
- Excellent communication skills. - a 'people person' who has outstanding interpersonal skills and the ability and presence to motivate and inspire colleagues within the University and its partners.
- Ability to manage change in a consultative and transparent, yet clear and decisive manner.
- Thorough understanding of higher education.
- Commitment to and experience of enhancing the student experience.



- Determination, energy, commitment and enthusiasm to lead this significant School through its next phase of development.

### Remuneration

The Head of School's salary and remuneration package will be competitive and reflect the significance of the role. The University will take into account the particular circumstances of each individual candidate.

#### Head of School Allowance

An annual non-superannuable honorarium of £6,000 will attach to this post, paid monthly with salary.

### Appointment

Initial appointment to the role will normally be for a period of five years. This may be extended at the end of the initial period for further defined periods as agreed between the Head of School and Principal.

## Application, assessment & appointment process

In addition to an advertised recruitment strategy, an executive search exercise is being undertaken by Heidrick & Struggles (UK) Ltd. Heidrick & Struggles will support the selection committee to undertake its duties, both in assisting in the assessment of candidates against the requirements for the role and in the identification of the most diverse and highly talented range of candidates possible.

### Applications

Applications should include a full curriculum vitae and covering letter and should be sent to Samantha James, Heidrick & Struggles (UK) Ltd, 40 Argyll Street, London W1F 7EB or by email to **[sjames@heidrick.com](mailto:sjames@heidrick.com)**. The closing date for applications is 15 November 2010.

The University aims to finalise its decision by the end of December 2012.

## Contacts

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## Selection criteria

### **Essential Criteria:**

- proven qualities of leadership in research
- a track record in attracting significant levels of high-quality research funding
- been engaged in a sustained programme of research, regularly producing outputs that meet the REF criteria of international excellence
- significant publications in high quality peer reviewed journals
- evidence of working in a multidisciplinary team at a senior level
- evidence of capacity to manage and develop a team
- evidence of a national and international reputation relevant to the post
- demonstrated a capacity to turn evidence into practice
- experience of research student supervision

## Remuneration

The Professorial salary and remuneration package will be competitive and reflect the significance of the role. The University will take into account the particular circumstances of each individual candidate.

## Application, assessment & appointment process

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