

Provost

APPLICATION INFORMATION



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Contacts

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www.warwick.ac.uk

Vision

The story of the University of Warwick has been one of remarkable success. Founded in 1965, Warwick is one of the UK's most dynamic and progressive universities, consistently ranked within the top group for the quality of its teaching and research. It was one of the first universities to forge partnerships with business and industry to underpin its academic research; it has been proactive in diversifying its income base by developing commercial businesses and services; it has developed a culture of strong and supportive professional management to enable the University to run efficiently and to respond quickly to new opportunities. It was the first research-led university to give priority to widening participation and lifelong learning. A globally connected university, Warwick has also cultivated close and productive links with its local community and plays an active role in economic regeneration.

Warwick's vision, articulated in the University Strategy published in March 2011, is to be a universally acknowledged world centre of higher education, firmly in the top 50 of world universities. The University has set itself the following strategic goals:

- To make Warwick an undisputed world leader in research and scholarship – by continuing to appoint only the most able staff; doubling postgraduate research student numbers; establishing an interdisciplinary programme of Global Research Priorities Programme, enabling the University to respond through research to some of the world's most challenging problems.
- To ensure a high quality and distinctive Warwick student experience – by constant innovation in the undergraduate curriculum, making employability and entrepreneurship a core feature of the student experience, maximising the use of technology in teaching and learning and continuing to provide excellent buildings and facilities
- To make Warwick an international beacon by embedding internationalism into every part of the University's mission: Warwick is determined to build its global presence, using research and teaching collaborations with selected partners around the world, and embedding a global perspective into the experience of all its students.
- To further strengthen our sense of community and increase engagement with stakeholders to enhance Warwick's reputation in the UK and overseas: the University is committed to strengthening its ties with its alumni body through the development of its innovative Knowledge Centre, to pursuing increased engagement with business, public sector bodies and third sector organisation and to expanding the International Gateway for Gifted Youth (IGGY)
- To ensure the ongoing sustainability of the University – by achieving greater independence from state regulation, further financial independence, substantially increasing income from knowledge transfer and external engagement and by reducing carbon emissions to below 19,000 tonnes a year by 2020.

To read the University Strategy in full, please visit:

www2.warwick.ac.uk/about/vision2015

Role Specification

As Provost, you will lead the development and delivery of the University's academic strategy. You will provide inspirational leadership within the University. You will work closely and effectively with the Registrar and Chief Operating Officer who leads on all aspects of administrative and professional services throughout the University as well as the Group Finance Director who leads on financial strategy and related matters. All three posts report directly to the Vice Chancellor and President. The composition of the University Executive is completed by the Deputy Registrar who leads on Strategic Planning and Institutional Governance and the Pro-Vice-Chancellors who provide academic leadership on key areas of institutional strategy.

The Provost makes a significant contribution towards helping to raise the University's profile nationally and internationally. You will bring to the role a detailed understanding of the national and international developments in higher education and the challenges and opportunities that these may present to the University. As a member of the University's senior management, you will also contribute to the development of the University's strategy.

Reporting to the Vice-Chancellor and President, you will operate as a member of the University's Senior Management Team, being expected to take an institutional and holistic view of University strategy and engage out-with functional silos in collective accountability for the successful resolution of University wide priorities.

The Provost has direct reports (32) and is responsible for the wider academic community of circa 1,600 staff overall.

Duties and Responsibilities:

- Lead the development and delivery of the University's Academic Strategy, supporting the goals of the University strategy to ensure overall institutional performance.
- Lead the ongoing strategic horizon scanning required to ensure the University's academic strategic priorities and policies remain relevant and competitive.
- Chair of the Committee responsible for oversight of academic developments and resources.
- Ensure effective utilisation of the University's academic resources (including departmental

resources, capital planning and space management, and information resources).

- Chair Appointment Panels at Professional level to maximise the recruitment of staff of the highest quality.
- Work closely with Pro-Vice-Chancellors to ensure the improved coordination of academic matters including oversight of responsibilities and projects which relate to the Provost's portfolio.

Provost Portfolio

- Line management for Faculty Chairs and the Chair of the Board of Graduate Studies, engaging with them to ensure the effective achievement of their objectives.
- Line management of Heads of Academic Departments.
- Deputise in the absence of the Vice-Chancellor and President where required, in chairing the Academic Staff Committee and Probation Review Group, maintaining strategic oversight of the University's promotion and development processes for academic staff.

- Oversee key institutional programmes and developments (including but not limited to REF preparations, QAA Audit preparations, external accreditation visits).
- Contribute and participate in a significant wide range of University activities including ceremonial and ambassadorial duties, fundraising events, chairing of senior committees and representation at internal and external events (evening and weekend working will be required).
- Anticipate, identify and deliver solutions that may be required to support future University strategic aspirations, leading the development of solutions as required and/or contributing to initiatives led by senior colleagues.
- Any other duties and responsibilities appropriate and commensurate with the level of responsibility of the post as determined by the Vice-Chancellor and President.

Person Specification

Criterion	Essential	Desirable
Qualifications	A PhD or equivalent Professorial level	
Previous Experience	Experience of senior leadership and responsibility for a large and complex research strategy area or teaching and learning portfolio Distinguished international record of scholarship and research Senior management team experience and experience of operating cross-institutionally to influence and achieve strategic outcomes at HEI level	
Knowledge and Skills	Proven ability to think critically, arrive at solutions and implement appropriate policy changes and decisions at HEI level Sound understanding of HE national and international policy and sectoral climate Demonstrable ability to horizon scan and anticipate policy changes, to identify opportunities and create competitive advantage for the University Knowledge and understanding of the broader educational climate with a vision as to how to navigate to ensure the University is able to gain maximum advantage	Experience of engaging internationally to achieve successful strategic and project collaboration
Strategic Thinking and Change Management	Proven ability to operate at a strategic level, engage senior stakeholders and create and determine institutional strategy Proven ability to lead teams through to effective delivery, successfully utilising change management methodologies and embedding desired changes Empathy and understanding of all facets of the University’s activities and life, broader than the core academic portfolio, with an understanding of how all parts of the University contribute to the overall success of the institution Demonstrable ability to work seamlessly with senior administrators and finance colleagues to integrate portfolios, taking support and providing reciprocal support to achieve the overall vision	
Management and Leadership	Evidenced success at maintaining extensive, productive, but robust relations with all stakeholders Proven ability to assume a high public profile within the University and beyond Ability to promote and embed academic excellence throughout the University, facilitating interdisciplinary collaboration and enhancing external partnerships Empathetic personal leadership style combining ability to coach and develop, setting clear expectations for outcomes and performance, whilst maintaining integrity and trust as a senior leader Experience of influencing groups of colleagues at all levels to achieve, through either direct or indirect leadership Highly developed political acumen and astuteness, with experience of successfully navigating dynamic and complex scenarios	Experience of leading academic business development or new initiatives in innovative or emerging fields or markets
Financial Acumen	Experience of managing a significant operating budget to achieve institutional outcomes Proven record of strategic business planning and financial awareness, including the allocation of resources and monitoring of performance against financial targets A strong sense to drive through results and seek continuous improvement	
Decision Making	The mastery of concepts, principles and practices gained through wide experience to lead, organise and plan numerous complex or long-term strategies Proven ability to analyse policy and determine institutional solutions and approaches to maximise impact and benefit at HEI level Ability to deal with dynamic and complex situations requiring judgement and sensitivity, with a willingness to take accountability	
Personal Credibility	Personal and professional commitment to the University’s culture, vision and core values and the ability to articulate these meaningfully to staff at all levels in order to inspire excellence and innovation in the delivery of the University Strategy Clear ability to represent the University externally and gain respect Proven ability to operate as a senior institutional figure, engendering respect and trust through collegiality Evidence of having engaged, influenced and had an impact on sectoral groups and broader global and national networks	Evidence of having had an impact on advancing global education strategies

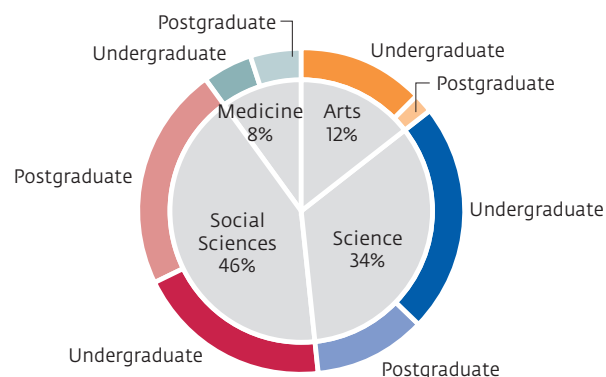
Profile of the University 2012–13

Warwick has consistently been ranked by leading newspapers in the top ten UK universities, and is currently 7th in the Research Assessment Exercise rankings.

Population

Total number of Students		22,944
including	Undergraduate	13,091
	Postgraduate	9,853
International Students (Undergrad and Postgrad)		8,237
Undergraduate Admissions (Oct 2012)		
Applicants		28,448
Intake		3,663
Total number of staff		5,075
Including:	Academics (research and teaching)	988
	Researchers	617

Faculty populations as percentage of total student numbers



Finance

Turnover (2010–11)	£440 million
Academic fees and support grants	£166 million
Including:	
Full-time UK/EU student fees	£62 million
Full-time international student fees	£83 million
Other course fees and support grants	£21 million
HEFCE grant	
Teaching	£39 million
Research	£33 million
Teaching Agency	£4 million
Research grants and contracts	£85 million
Other operating income (including operating income, catering, conferences and management training centres)	£102 million
Other government grants	£8 million

Students

Warwick's student body is diverse, drawn from a wide range of schools and colleges, and from countries both within and outside the European Union. An important defining characteristic of Warwick students is their academic ability: Warwick is within the top five UK universities for students having the highest qualification levels on entry. The student population is made up of 57% undergraduates and 43% postgraduates. It includes mature students studying on the Part-time and 2+2 Degree and Foundation Degree Programmes.



The University is committed to providing a high quality and distinctive student experience. At the heart of this is academic excellence, with teaching drawing directly on Warwick's leading research. Through its Institute for Advanced Teaching and Learning, the University continues to develop innovative teaching and learning methods. The quality of Warwick's teaching is indicated by the fact that 11 members of staff have been awarded prestigious National Teaching Fellowships by the higher Education Academy. The



University also has its own annual teaching awards – the Warwick Awards for Teaching Excellence – for which nominations are made both by students and academic staff.

The Library offers students an attractive welcoming and practical study environment with access to print, digital and multi-media resources. The Learning Grid, Teaching Grid, Research Exchange, the Leamington Spa Grid, the newly opened Rootes Grid and the Postgraduate Hub provide exciting, innovative and flexible spaces that facilitate learning and research both individually or collaboratively.

The University takes seriously its responsibility for preparing students for the world of work. The Student Careers and Skills Centre provides skills development opportunities as well as careers advice and planning, while the Students' Union and the University's volunteering programme also offers ways to acquire skills to reinforce our graduates' employability. Warwick remains one of only six UK universities from which top City firms recruit and Warwick is the top university targeted by the Times Top 100 graduate recruiters, according to High Fliers Group research.

Warwick is also committed to ensuring that its students emerge as global citizens

with the competence to be successful in an inter-connected world. The University offers inter-cultural learning in a cosmopolitan environment where students have the opportunity to interact with people from 120 countries represented on campus; the University encourages periods of study or work placements abroad; all students have the opportunity to learn another language. One of the main objectives of the University strategy is that every student should become an international student, and therefore plans to take forward these and other methods of embedding a global perspective into the student experience.

The University is committed to widening participation and for many years now has worked with local schools and colleges to raise awareness of higher education and to nurture aims and ambitions. Warwick is keen to provide support for anyone with the ability to benefit from a Warwick education regardless of economic or social circumstances and has in place scholarship programmes to support both undergraduate and postgraduate students. In a global context, Warwick supports participation in higher education through the activities of the International Gateway for Gifted Youth (IGGY).

Research – Warwick's Global Priorities

Warwick is one of the UK's leading research universities, consistently ranked in the top ten for research excellence in all the UK government's research assessment exercises.

However, this position brings with it obligations and responsibilities: and thus the University uses its research capabilities and global connections to address the current global challenges and to work towards solutions to some of the world's most pressing problems.

The Warwick Global Research Priorities programme

The University has recently repositioned its major areas of research strength round the grand challenges currently confronting the world. For each of these the University is assembling teams of researchers from across the University, bringing together the strengths of individual academic disciplines to ensure a truly interdisciplinary approach. Current Global Research Priorities include Food; International Development; Connecting Cultures; Energy; Science and Technology for Health.



A Globally Connected University

From the beginning, Warwick has looked beyond the UK. In its first years, student exchanges, which continue today, were established with a group of prestigious US universities. The first Warwick students embarked on the Venice term in 1967, and today we have a permanent base there, in the Palazzo Pesaro Papafava, used both for teaching and research and for academic conferences. WMG has for many years managed postgraduate degrees awarded jointly with Hong Kong Polytechnic University and its teaching collaborators also include Singapore and Thailand. Warwick also has links and collaborations with prestigious institutions around the globe. Of these, the most formal and far reaching is the formal agreement signed with Monash University at the end of 2011.

The Warwick-Monash Alliance clearly establishes both institutions as 'globally connected universities'. The agreement provides for jointly delivered degrees (including Masters and PhDs), new research collaborations and other sharing arrangements, and the development of 'virtual mobility'. A joint Vice-President position has recently been established to oversee the Alliance. The aim of this agreement is to address directly particular issues of the 21st century – increasing

demands from students, industry and governments for universities to produce graduates with a global education, and to carry out research to address strategically important problems that have proved too big for any single institution to handle by itself. A core priority is to deliver a seamless international experience for students, one that will prepare them for a globally integrated job market. On the research side, several areas of collaboration have already been identified, including sustainable chemistry, advanced materials, behavioural economics – all areas where the two universities have complementary skills and capabilities and where there is a known global demand for innovative ideas and knowledge. The Alliance is currently recruiting the first six joint Warwick-



Monash professors which are in the areas of green chemistry and polymer chemistry.

Warwick is the only European university involved in New York's new Center for Urban Science and Progress (CUSP). CUSP is an applied science research institute which is a partnership of top institutions from around the globe, lead by NYU and NYU-Poly.

The University has also developed its unique Warwick in Africa Programme. Philanthropically funded, this Programme uses Warwick expertise to address the learning needs of pupils and teachers in Africa. The Programme sends Warwick students and alumni (a total of 68 in 2011) to teach Maths and English in schools in South Africa, Ghana and Tanzania and to support local teachers through coaching in subject content and teaching methods. Beginning in the township schools of Johannesburg in 2006, the programme has developed rapidly and has made a



remarkable impact on African pupils and their teachers. For further information, please visit go.warwick.ac.uk/warwickinafrica

Key UK Partners

Warwick has recently formed partnerships with two significant UK Higher Education and research institutions.

Liverpool School of Tropical Medicine (LSTM) and the University of Warwick have established a new £3 million collaboration that will create a joint team of 12 researchers, from a range of disciplines, to study the science, policy and economics of applied health research and delivery.

Queen Mary, University of London and the University of Warwick have recently announced eight new joint research posts and are working together to trial new approaches to outreach and widening participation.



Enterprise and Innovation

From its beginning Warwick has fostered links with industry and business and has aimed to maximise the commercial application of University research to benefit the regional and national economy. This has been achieved through novel partnerships with business and industry and other institutions, through the pioneering University Science Park and by fostering a more entrepreneurial culture in academic departments (epitomised by the highly successful WMG). Warwick Ventures Ltd, a subsidiary of the University, works to commercialise Warwick's world leading research through creating new enterprises and new products; 28 spin-out companies are now trading. Warwick continues to live up to its description in the Lambert Review of Business-University Collaboration (2003) as 'one of the most entrepreneurial universities in the country'.

The University's 'commercial arm' accounts for around 25% of its income, and overall Warwick generates over 80% of its own income. These commercial activities were originally a response to government funding cuts in the 1980s, when Warwick decided to augment public funding with self-generated income. They include three flourishing management training centres, retail outlets and an award winning conference business, Unitemps (a student employment agency) and Jobs.ac.uk, which has become the leading on-line recruiting medium for higher education in the UK and increasingly overseas. Money generated through these activities is ploughed back into university development and enhancement of the student experience at Warwick.



Community and Regional Engagement

As one of the UK’s leading universities, Warwick contributes significantly to the West Midlands and Warwickshire regions – academically, economically, culturally and socially. This is embedded in the University Strategy, which confirms ‘service to the people within the surrounding area’ as one of the core values that has served the University so well over the past four decades and has underpinned its success.

The University has built positive relationships with its local authorities, and is a key player in many of the local strategic partnerships, including the Coventry & Warwickshire Local Enterprise Partnership and the Coventry Partnership.

Each year the University provides thousands of highly trained graduates for regional employers, and more than 10,000 of the University’s graduates live and work in Coventry and Warwickshire. Around 65% of our education students go on to work as teachers in the Midlands, and 50% of students trained at Warwick Medical School work in the local NHS, offering exponential benefits to the region’s wellbeing.

The University engages in a wide range of knowledge exchange activities, and services provided to local businesses include research and development, executive education, consultancy,

and the provision of training and conference facilities.

Warwick Arts Centre attracts over 250,000 visitors a year, with 70% of its audience from Coventry and Warwickshire, and 28,000 school children participate in its activities each year. More than 2,000 students are registered as members of Warwick Volunteers, participating in a wide range of activity in the local community.

In addition, the Stakeholder Relations team develops year-round initiatives that actively engage with local and regional stakeholders and the local community.



Fundraising and Alumni Relations

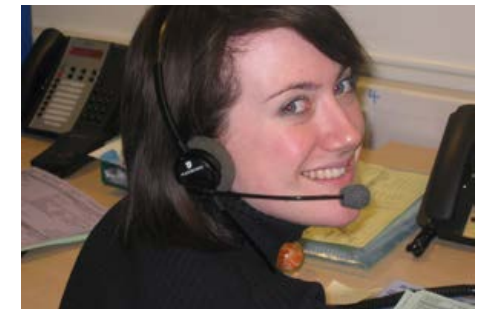
In June 2011 Warwick launched ‘50 Forward’ – a major fundraising campaign dedicated to raising £50 million of philanthropic funding by the University’s 50th birthday in 2015. The campaign is focussed on supporting the following priorities, all of which are integral parts of the University Strategy ‘Vision 2015’:

- **Scholarship and campus life** – ensuring fair access to a Warwick education for the brightest minds
- **Medicine** – improving the health of people in resource poor communities at home and abroad
- **Science and the environment** – maximising Warwick’s research strengths to improve nutrition and reduce hunger in the UK and the developing world
- **The business world** – rethinking the business agenda, making it fit for purpose in the 21st century
- **Local and global responsibility** – using the expertise of our staff and students to build capacity and quality in education

During the 2010–2011 financial year, the University raised a total of £5,223,040 in philanthropic income with around 3,300 Warwick benefactors donating to the University.

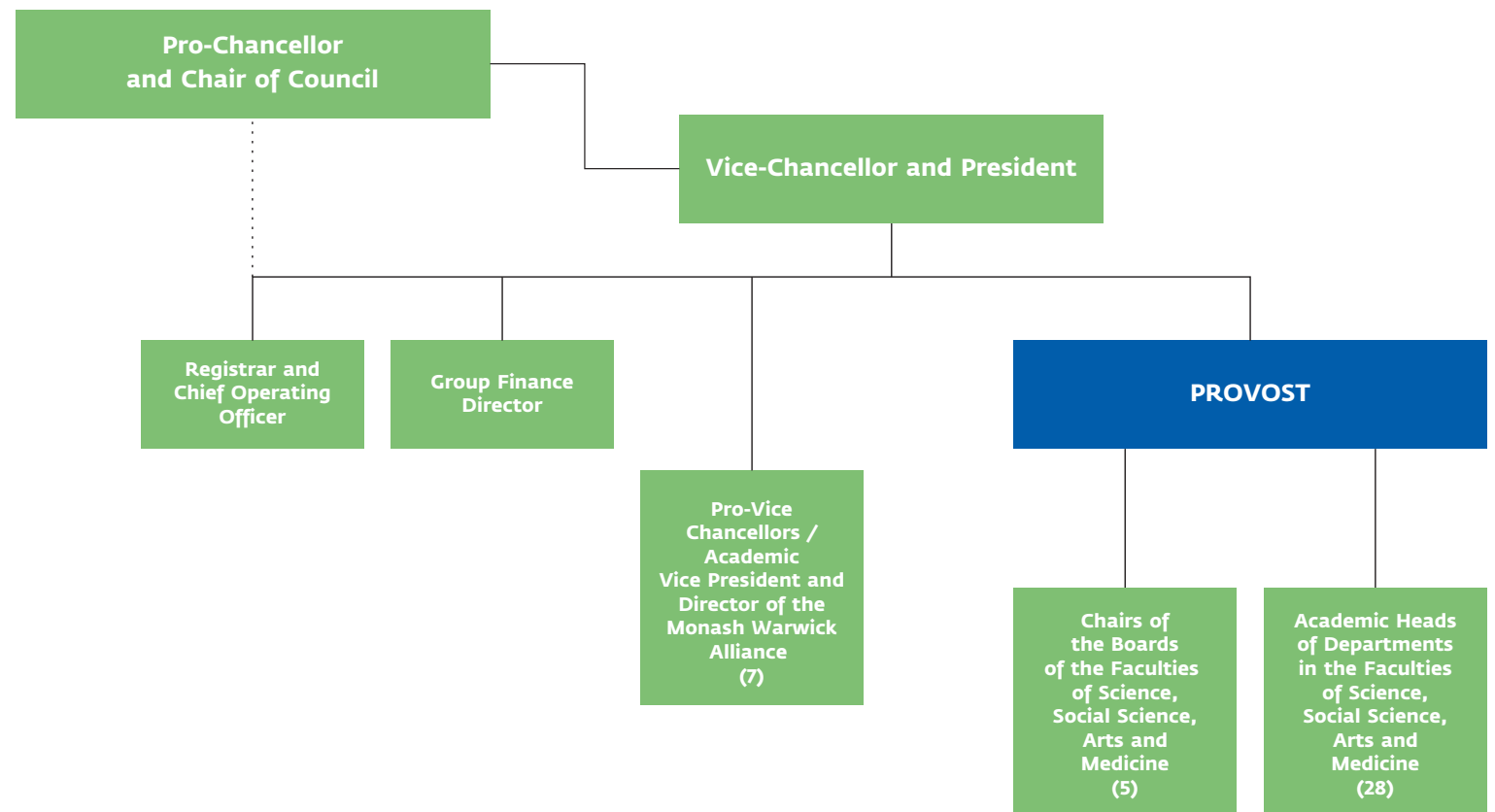
Warwick alumni

The University has a rich community of graduates, now numbering around 145,000 across the world. Warwick alumni continue to engage with the University on many levels, supporting the University’s scholarship programme, providing internships for Warwick students, mentoring, and generally providing an international network of contacts and friendship. The University is committed to providing a Lifetime Academy for the Warwick community and the Knowledge Centre – a major initiative launched in the summer of 2010 – provides online access to our world class research, to learning materials and to Warwick experts.



Structure

Warwick works through short lines of communication between the central administration and the academic departments. The University has always had strong and independent academic departments and a strong central administration. Decisions can be taken quickly, and the structure fosters the development of personal relationships that allow Warwick academics and administrative staff to have a real appreciation of each other's roles.



Campus

The Warwick campus covers some 400 hectares of land. The original site was donated in the 1960s by the city of Coventry and the county of Warwickshire, and extra areas have been added as the University has grown and developed. It contains residential accommodation for some 6,000 students (undergraduates and postgraduates), as well as academic and social buildings, shops, cafes, restaurants and bars. At its heart is Warwick Arts Centre, an important cultural focus for the whole region. Originally farmland, the site has been transformed by the University through a programme of landscaping, creating lakes and gardens, and the addition of several important works of modern sculpture.

Over the past five years, the University has invested around £220 million in new buildings and facilities. Most recently, new halls of residence have been completed, as well as the new International Institute for Product and Service Innovation (IIPSI) helps West Midlands SMEs access world leading technology to develop new products and services. Future developments include a new £92 million National Automotive Innovation Campus (NAIC) which is to be established at Warwick by 2015. The Government, Jaguar Land Rover (JLR) and

Tata Motors European Technical Centre (TMETC) are investing £92 million in the creation and operation of NAIC at the University. JLR and TMETC, working closely with WMG (Warwick Manufacturing Group), envisage a 10 times return on investment through increased value added from exploitation of research outputs in new and improved products, processes and services.

The University is committed to sustainability and to making the campus into a genuine green icon. It has an effective carbon management programme, a tax efficient cycle to work scheme for staff, and seeks to protect and enhance local natural habitats and biodiversity. The University has undertaken extensive tree planting and has now created eight ponds and lakes which are a haven for wildlife.

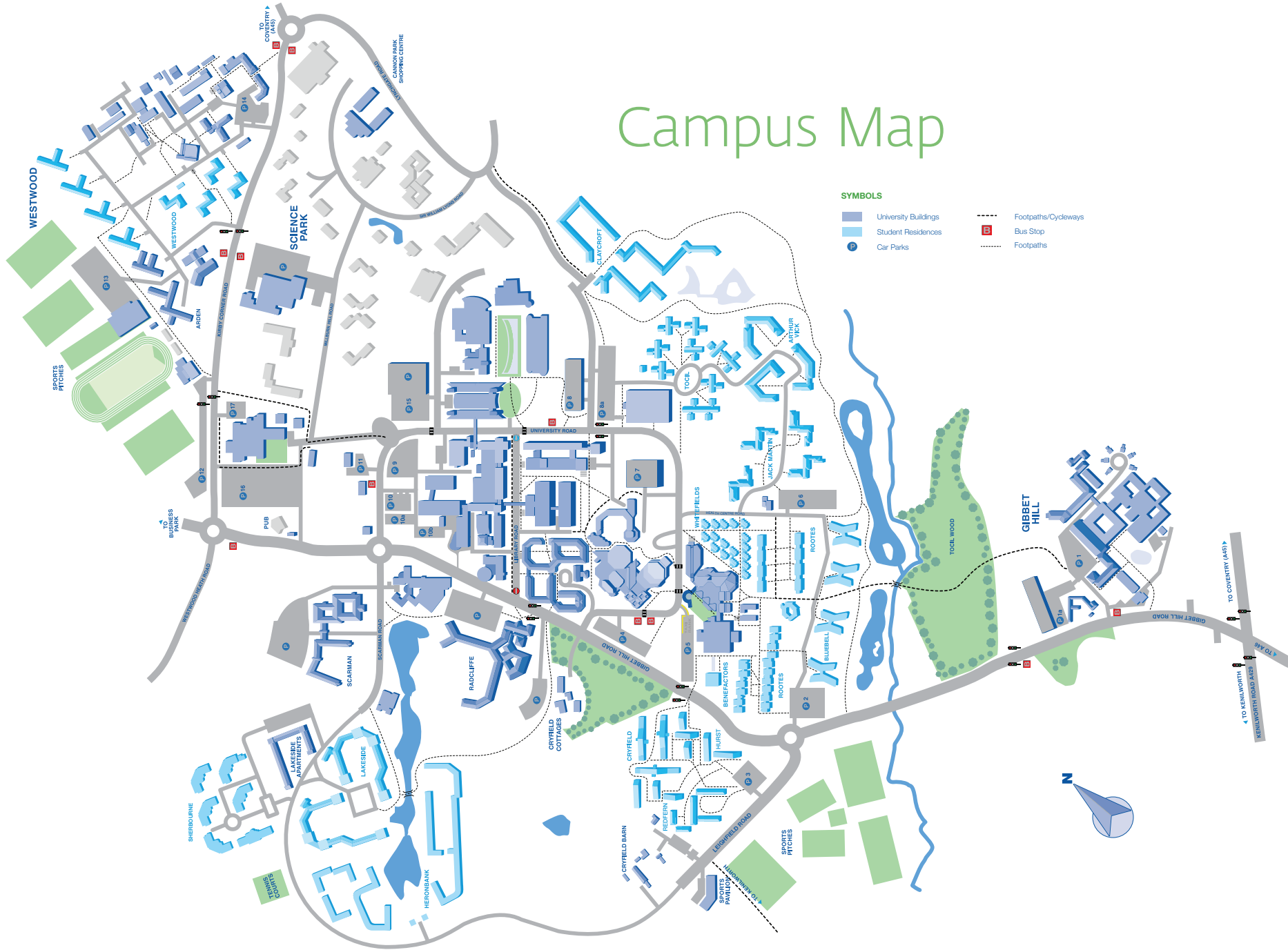
The University also has academic and research facilities based in Wellesbourne, at the University Hospitals of Coventry and Warwickshire, in Venice and is the only European university to be a partner in the Centre for Urban Science and Progress in New York.



Campus Map

SYMBOLS

- University Buildings
- Student Residences
- Car Parks
- Footpaths/Cycleways
- Bus Stop
- Footpaths



Location

The University is situated in the heart of England, on the border between Coventry and Warwickshire. One side of campus faces a bustling modern city which in 2012 welcomed the Olympic football events; the other overlooks traditional English farmland. Its wider location is the West Midlands, an area that includes the counties of Warwickshire and Worcestershire, as well as Britain's second city, Birmingham, which has recently redefined its image with an ambitious programme of architectural and cultural redevelopment. Other centres in the region include Stratford-upon-Avon, home to the

Royal Shakespeare Company with whom the University works closely, and the county town of Warwick.

The University is well connected by road, rail and air. By train, Coventry is a little over an hour away from London Euston. Warwick is close to the M40 (linking London with Birmingham) and the M6 (linking the Midlands with Manchester and the North West of England). Birmingham International Airport is just 20 minutes from the University, and London Heathrow is 75 minutes by car.



Appointment Process and How to Apply

The University of Warwick is committed to equality of opportunity. In order to ensure that its policies and procedures are effective in avoiding discrimination, candidates are therefore requested to complete a copy of the University's standard Equal Opportunities Monitoring Form. The information you provide will be used for monitoring and statistical purposes and will form the basis of the personnel record for the successful candidate. This form can be submitted with your application. The information you provide will not be used in the shortlisting process.

To apply please send your curriculum vitae and a covering letter to:

The Recruitment Section
Human Resources
University House
The University of Warwick
Coventry CV4 8UW
United Kingdom

E-mail: provostrecruit@warwick.ac.uk

Telephone: +44 (0)24 7652 3627

Please quote *Provost* in all correspondence

The deadline for receipt of applications is 26th July 2013.

Formal interviews will be held in September 2013.

