

# HEAD OF DEPARTMENT

## BRISTOL LAW SCHOOL

Candidate pack



Creative, forward-thinking and bold, UWE Bristol is an ambitious university at the heart of one of the UK's most vibrant cities. From our creative industries to robotics, we are recognized for our innovative teaching, our connections to industry, and our influential and high-impact research.

With strong global and local connections, we offer an inspiring, diverse work environment where students can develop their skills and experience so they are ready for their future.

# WELCOME TO THE UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL



I am delighted you are considering joining our senior leadership team with the Bristol Law School.

This has been a year of great achievement for the University. We opened our impressive new Bristol Business School and Bristol Law School building, established one of only four University Enterprise Zones in the country, and bucked the national trend in student recruitment admissions growth.

We saw fantastic results in the annual National Student Survey, with student satisfaction rising for the third consecutive year to 88% - making us top of all the universities in the South West.

With the sixth largest student intake of any university within the University Alliance Mission Group, we are proud that our students come from a diverse range of backgrounds. Our graduates go on to have successful careers, making a real impact on the world. This year's employment statistics maintained a strong performance, with over 95% of our graduates in employment or further study within six months.

In the first year of the new Teaching Excellence Framework – introduced by the Government to reward excellent learning and teaching in Higher Education – we were delighted to be awarded silver.

We owe our success to our dedicated staff and students, and a strong commitment to our Strategy 2020 goals. Well on the way to achieving these goals, we are now looking towards 2030. We want to continue to be bold and innovative, ensuring we differentiate ourselves by focusing on our key strengths – our outstanding learning, our ready and able graduates, our research with impact, and our strategic partnerships.

We are in a great position to take UWE Bristol forward with confidence and look forward to welcoming another innovative and strategic leader to our senior team.

Yours sincerely,



**Professor Steve West CBE, DL**  
Vice-Chancellor, President and Chief Executive Officer



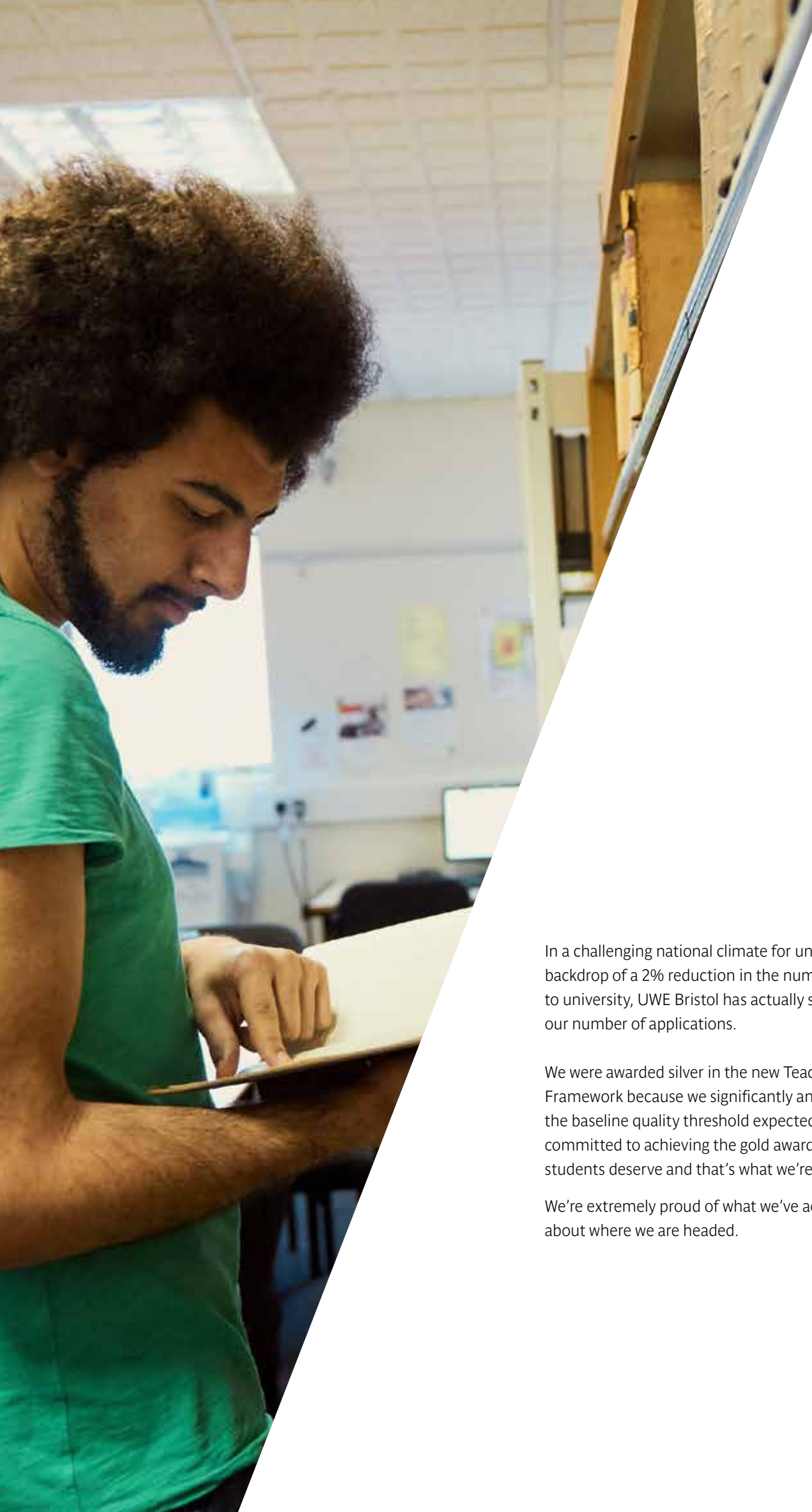
# OUR STRATEGY 2020

Our Strategy 2020 maps out the journey we are taking as a university to ensure our graduates are well positioned for the future. The outstanding learning experience we provide at UWE Bristol supports the development of innovative, creative and courageous graduates who are passionate about their subjects and curious to learn more. But equipping our students to play their part in a changing, fast-moving global economy requires that we keep developing, keep enhancing and keep investing in what we do.

With this in mind, we have identified the areas that we see as being critical for us to focus on as we grow and develop as a University between now and 2020, in line with the [core purpose and values](#) that underpin and guide the way we work.

You can read more about our priorities in the [UWE Bristol Strategy 2020 document](#) – as well as some of the key developments already underway, as we have invested significantly in our teaching, people, facilities and working practices in the last few years.

We've spent more than £300m on new and improved facilities across our campuses that will enable our students, research and enterprise to flourish. A real highlight has been the opening of the new Bristol Business School and Business Law School, which provides an inspiring business culture experience for our students. Work has also been completed on a new £9m building at Bower Ashton on our City Campus. The new building delivers an integrated learning environment where students work on pioneering projects alongside our industry partners.



In a challenging national climate for universities, including a backdrop of a 2% reduction in the number of students applying to university, UWE Bristol has actually seen an overall increase in our number of applications.

We were awarded silver in the new Teaching Excellence Framework because we significantly and consistently exceeded the baseline quality threshold expected of a UK university. We're committed to achieving the gold award, because that's what our students deserve and that's what we're capable of delivering.

We're extremely proud of what we've achieved and optimistic about where we are headed.

# UWE BRISTOL IN NUMBERS

£300m

investment on new and improved facilities across our campuses.

28,000

students study at UWE Bristol.

88%

an excellent score in the National Student Survey means we are the top university in the South West for student satisfaction.

78.1%

of graduates in professional or managerial roles, compared to the national average of 71%.

£23m

build of our Wallscourt Park accommodation recently completed with a further 561 rooms in four, five and six storey buildings.

+6,000

positions advertised for UWE Bristol students and graduates by over 2,000 organisations looking for talent to fill placements, jobs or internships.

3,000

staff help power our University forward.

+95%

of graduates in work or further study six months after graduating.

1,000

national and international employers and professional bodies help ensure our courses are current and relevant.

250,000

alumni continue to support and engage with us.



# STUDENT SUCCESS

UWE Bristol's graduates are going on to have successful careers, with over 95% of our graduates in employment or further study within six months.

**Source:** DLHE (Destination of Leavers from Higher Education) Survey 2017.



**UWE Bristol has a strong history of nurturing student success.**

One example of a successful UWE Bristol graduate is Silas Adenkule, UWE Bristol Robotics graduate who set up Reach Robotics in 2013 with his business partner and co-founder Chris Beck.

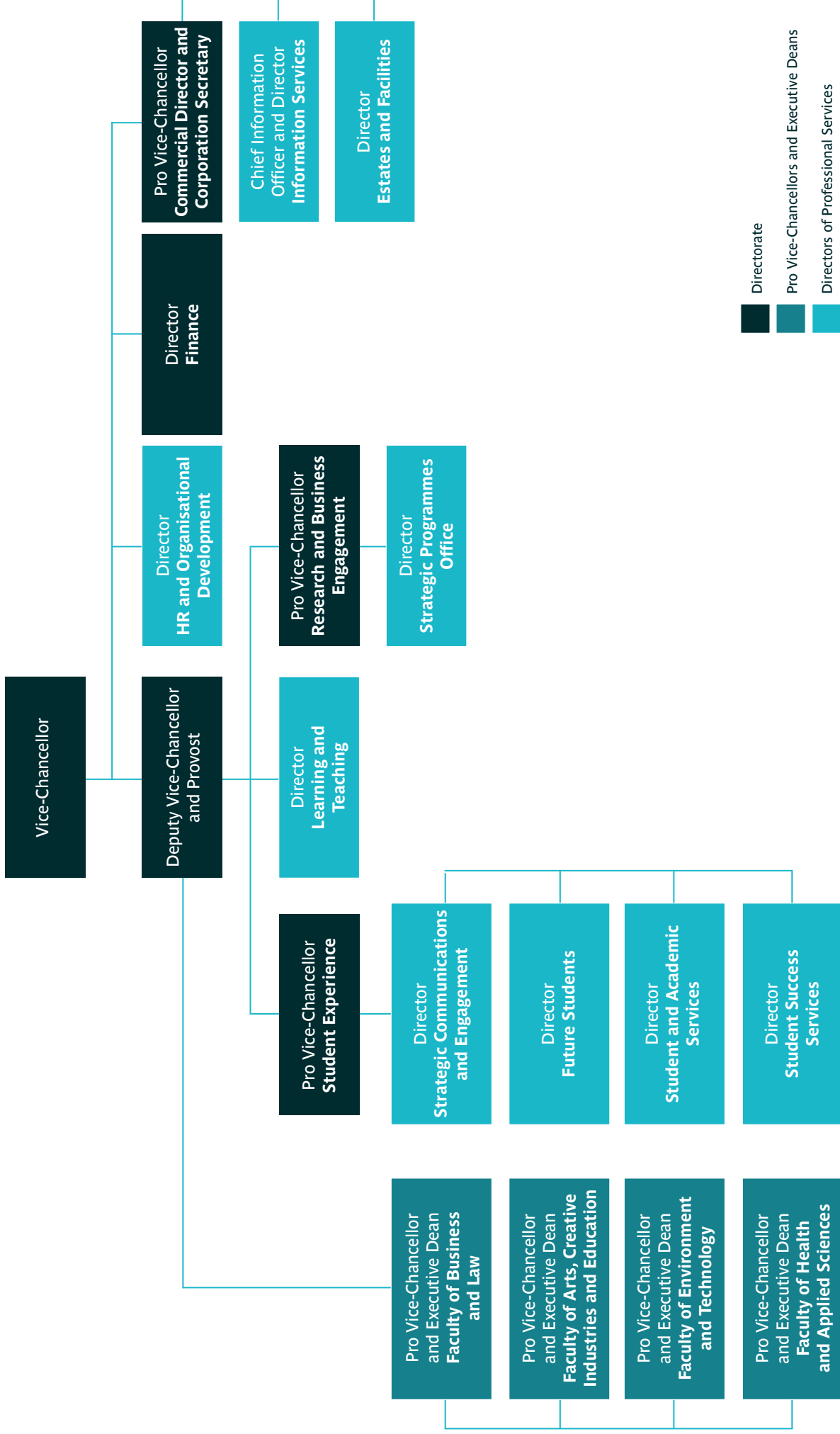
Reach Robotics, is an augmented reality gaming company developing the 'future of gaming,' and designed MekaMon the world's first real-life gaming robot.

By incorporating augmented reality into a robot, Reach Robotics has created a new branch of gaming – one that totally immerses the player by putting their four-legged robots into battle in both the physical and virtual worlds.

"We've created an entirely new video gaming platform," said Silas Adekunle, CEO of Reach Robotics. Silas says, "MekaMon straddles both the real and virtual worlds while taking the gaming experience beyond a player's screen and turning their sitting room into a limitless robotic battle zone."



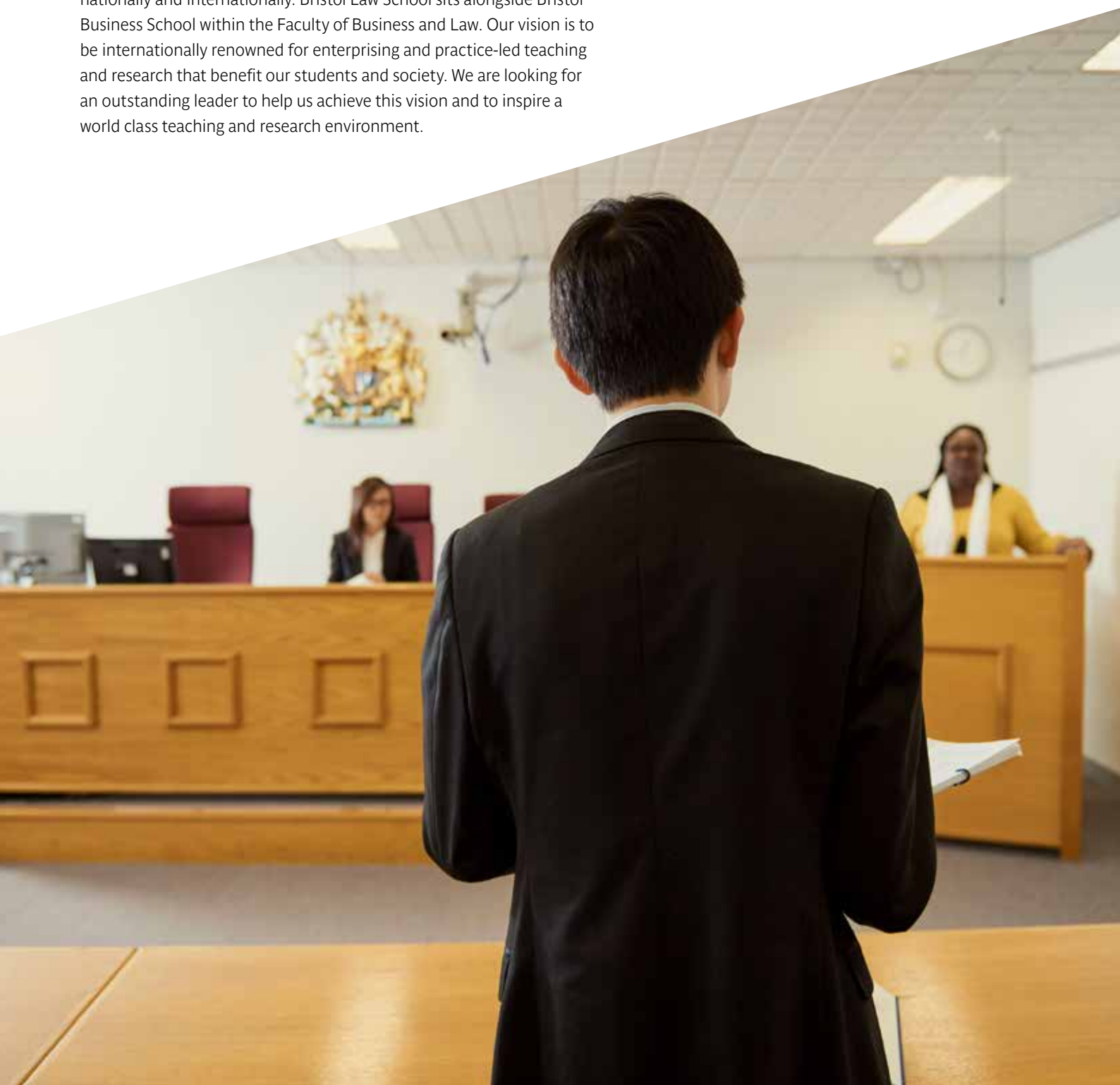
# UWE BRISTOL STRUCTURE



- Directorate
- Pro Vice-Chancellors and Executive Deans
- Directors of Professional Services

# BRISTOL LAW SCHOOL

This is an exciting time for Bristol Law School. In April 2017 we moved into our new £55million home, which has enhanced our ability to deliver an innovative and exciting practice-led curriculum and strengthened our stakeholder engagement activity regionally, nationally and internationally. Bristol Law School sits alongside Bristol Business School within the Faculty of Business and Law. Our vision is to be internationally renowned for enterprising and practice-led teaching and research that benefit our students and society. We are looking for an outstanding leader to help us achieve this vision and to inspire a world class teaching and research environment.





### Pro bono in law and business

There is a long history of award winning pro bono initiatives in the School. Staff and students are involved in initiatives including the Bristol Music Advice Service; a service to litigants in person; a Law Court clinic; Elderlaw; and they work in partnership with a range of organisations to advise clients who have had their welfare benefits reduced or withdrawn. Our Business Advice Clinic provides pro bono legal, accounting and digital marketing advice to small businesses across the region. Working in partnership with Osborne Clarke, Gregg Latchams, TLT, DAS Legal, Grant Thornton and Albert Goodman, students are supervised to give a range of advice to start up and small businesses. By engaging in one of our pro bono initiatives, students gain real-world insight and experience, providing them with valuable skillsets and exposure to the world of business.



### Research in law

There is a rich research environment in Bristol Law School. Research and knowledge exchange / learning & teaching go hand-in-hand, frequently in partnership with external organisations or stakeholders, with the aim of the research making a difference to the partner or society generally.

The figures for previous REF exercises [2008, and 2014] are outlined below,

	FTE Staff Entered	4*	3*	2*	1*	UC
RAE 2008	15	5%	15%	40%	35%	5%
REF 2014	14	4%	38%	50%	8%	0%

The above tables indicate that BLS outputs have increased from 20% [3\*/4\*] to 42% [3\*/4\*]. For reference 4\* World leading, 3\* Internationally excellent, 2\* recognized internationally, 1\* recognized nationally.

The research is driven by 5 professors and 3 associate professors who provide mentorship and guidance to a range of staff. Research income for the School is growing – Professor Lauren Devine recently completed a £203K funded research child protection intervention study and was recently awarded a Leverhulme Trust grant of £350,000; and Professor Nic Ryder has received ESRC funding for ‘Understanding, Countering and Mitigating Security Threats’ and leads the Financial Crime Research Network:

<http://www1.uwe.ac.uk/bl/bls/research/commerciallawunit/financialcrimeresearch.aspx>

A number of research impact cases are currently being developed for the next REF. The school currently has 23 doctoral students and there are plans to grow this number significantly.



### Transformed learning and teaching environment

We have taken advantage of the move to our new building to develop an environment which supports our aim of moving away from traditional didactic teaching methods to student-centred active learning and practice-led curriculum. The teaching spaces are designed to facilitate collaborative and technology enhanced active learning (TEAL) and also to provide authentic learning environments, including two showcase mock law courts, a Bloomberg trading room and an office environment specifically for the innovative BA (Hons) Team Entrepreneurship. The Team Entrepreneurship is an extreme example of our innovative learning and teaching approach, with students learning through setting up companies and team coaching rather than by attending lectures; final year law students provide supervised legal assistance to the Team Entrepreneurs.



### **Bristol Distinguished Address Series**

The Bristol Distinguished Address series is unique in the UK and offers an opportunity to hear from distinguished speakers across the business and legal community. The series is held throughout the year and participants are those that are deemed to have made a major contribution to business and/or society, are a source of inspiration to others and demonstrate outstanding abilities and achievements. Recent presenters include Lord Karan Billimoria, Chairman of Cobra Beer; Sacha Romanovitch, Chief Executive of Grant Thornton UK; Matthew Layton, Managing Partner of Clifford Chance; Baroness Shriti Vadera, Chair of Santander UK; and Andrew Langdon QC. The series is run on a partnership basis – the Bristol Law Society being one of the main partners — and on average, 250 people attend each address and these provide an excellent opportunity for our staff and students to engage with a range of organisations across the region.



### **Aldridge Institute for Enterprise and Entrepreneurship**

To be launched in the summer, our partnership with the Aldridge Foundation will help us achieve our vision to be internationally renowned for enterprising and practice led teaching and research that benefit our students and society. The Aldridge Institute for Enterprise and Entrepreneurship will shape the future of education policy by changing thinking on how people teach and learn across schools, colleges and universities. By pioneering enterprise education the Aldridge Institute will transform the futures of young people and create a more successful economy.

### **Advisory boards**

To ensure that our curricula reflects the needs of the real world, we have Advisory Boards, including a Law School Board, with regional, national and international members. Our Faculty Advisory Board is chaired by Lord Michael Bichard. Our Law Advisory Board includes among its members three past presidents of the Bristol Law Society, all of whom are UWE law alumni. These advisory boards mean that our students benefit from studying on a course that really does reflect the needs of businesses, the legal sector and organizations.

# FACULTY OF BUSINESS AND LAW

## FACULTY EXECUTIVE STRUCTURE

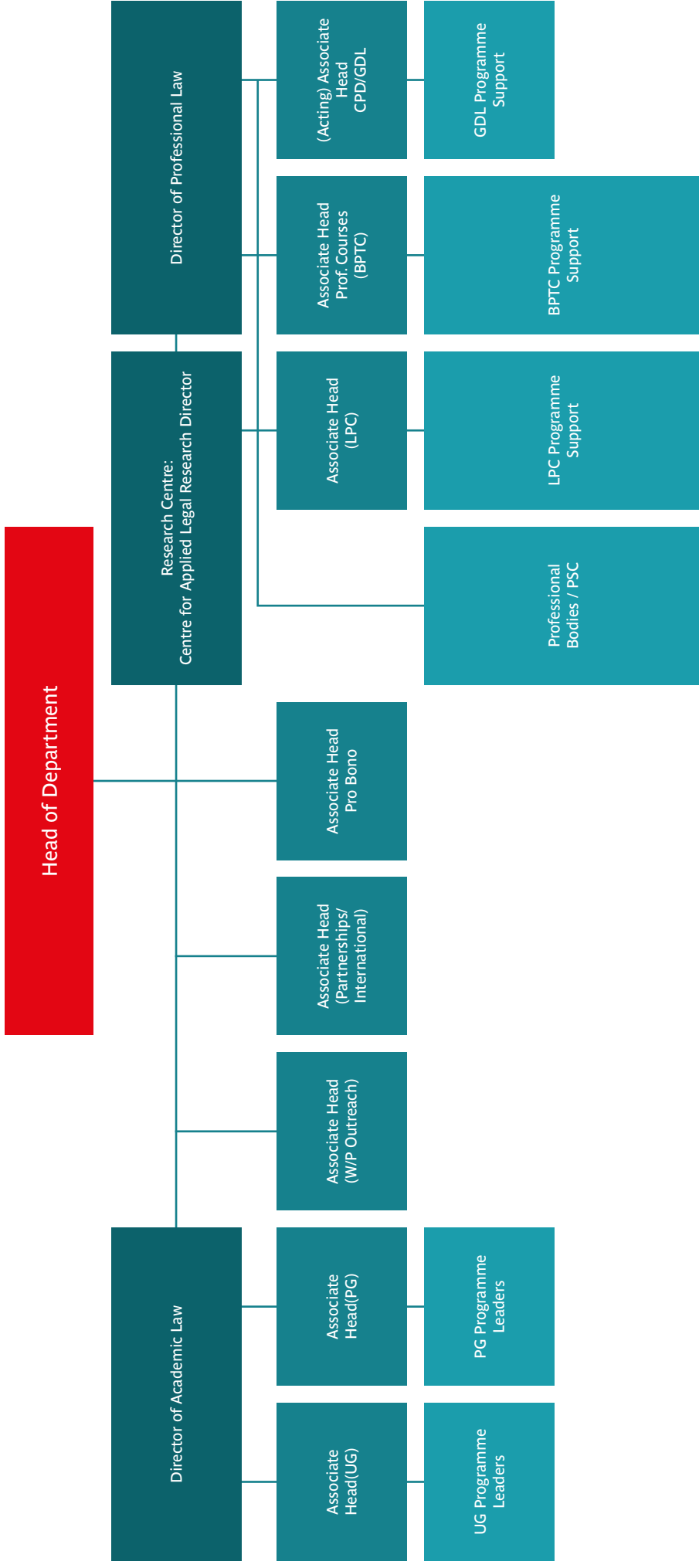
(DECEMBER 2017)



# FACULTY OF BUSINESS AND LAW

## DEPARTMENT OF LAW STRUCTURE

(OCTOBER 2017)



# JOB DESCRIPTION

Post Title: Head of Department

Grade: S2

Faculty/Service: Faculty of Business and Law

Accountable to: Executive Dean

Accountable for: Department Academic Directors and Associate Heads of Department

Post no:

## JOB PURPOSE

The Head of Department is responsible for setting a clear and ambitious vision for the department, delivering on key strategy and performance objectives through the effective implementation of the department plan, to support wider faculty and university's strategic ambitions.

They will provide outstanding leadership in advancing their department's academic provision, enhancing quality and reputation, and student and staff experiences. They have overall responsibility for managing the performance of the department and line manage the Department Academic Directors and Associate Heads of Department.

Heads of Department will develop and promote the profile of their department's at national and international levels in furtherance of university's strategic ambitions, and as an active member of the faculty executive, contribute to the strategic and operational management of the faculty.

## PRINCIPAL ACCOUNTABILITIES

### 1. Academic Leadership

Provide a clear vision and strategic direction for the department within the context of the faculty and university priorities, and lead the department with the aim of achieving the highest possible standards in learning and teaching, research, public and business engagement and internationalisation. The Faculty vision is "to be nationally and internationally renowned for enterprising and practice-led teaching and research that benefit our students and society"

Develop and deliver a departmental business plan aligned to the department objectives and faculty key performance indicators, and which reflects and advances the faculty and university strategic goals and reputation.

Lead the strategic development of the department's teaching portfolio, ensuring viability, attractiveness, competitiveness and academic credibility; undertaking external benchmarking activities to inform portfolio development and maximising opportunities for industry and external engagement, professional and practice alignment, and cross and interdisciplinary working within the faculty and university.

Working with faculty and department research leads, ensure the delivery of the faculty's research strategy and alignment of targets on research income and publications.

Foster a culture of continuous enhancement and the development of new ideas and innovation to enhance the academic provision, ensuring full and effective engagement in quality assurance, best practice benchmarking and delivery of innovative learning and learning for all students.

Lead the senior department team in implementing the strategic agenda in relation to key themes set out in the faculty strategy ensuring full alignment to faculty goals and targets, and identifying new opportunities for cross and interdisciplinary working. We have identified three core areas of activity:

1. Practice-led outstanding teaching and learning
2. Engaged with businesses and the region
3. Research that shapes the future of organisations

These core areas of activity have internationalization and enterprise embedded within them.

Build and further develop the Pro Bono clinic as a key part of the department strategy to embed enterprise into the curriculum.

Build and develop a national and international profile for the department and its subjects, building and nurturing networks and collaborative working with key stakeholders across industry, commerce, public sector and the higher education.

Lead the management of the department, overseeing the effective deployment of allocated resources, including staffing, budgets, facilities and information technology and determining the future planning requirements for the department.

Make a personal contribution to the department's teaching and research demonstrating excellence and innovation, as appropriate and as agreed with the Executive Dean.

## **2. People Management**

Provide inspirational leadership by motivating and empowering people to achieve high performance, engagement and excellence contributing to the overall success of the department and faculty; undertake line management responsibilities for designated direct reports.

Attract and develop outstanding people, identifying opportunities for leadership and professional development and advancement in order to build and maximise potential and talent.

## **3. Project Management**

Lead faculty and cross faculty/university projects and initiatives, working closely with the faculty executive team and other designated leads including chairing relevant working parties and committees.

## **4. Communications**

Lead the regular and effective flow of communications at all levels within the department ensuring that priorities and targets are shared and consulting stakeholders to make informed decisions.

## **5. Executive Functions**

Be an active member of the faculty executive and contribute to the development and implementation of the faculty's strategy, business planning, operational management and income generation.

Ensure that the department complies with academic quality and legal requirements, and with University's policies and procedures, including those relating to risk assessment, equality and diversity, health and safety and sustainability.

## **6. Representation**

Represent the department, faculty and university on internal and external bodies, committees and boards at local, regional and international events.

To undertake any other duties which fall within the remit of this post.



# PERSON SPECIFICATION

## QUALIFICATIONS/PROFESSIONAL MEMBERSHIP

### Essential

1. A degree in a relevant subject and appropriate postgraduate/professional qualification
2. Achievement or working towards the criteria for Principal Fellow within the UK Professional Standards Framework

### Evidenced

Application form

### Desirable

1. PhD in a relevant discipline
2. A recognised teaching qualification

Application form

## KNOWLEDGE/SKILLS/EXPERIENCE

### Essential

1. Established reputation as a successful senior leader in a large scale operation/organisation of comparable size and complexity.
2. Substantial record of academic achievement and credibility built through teaching, knowledge exchange and/or research excellence.
3. Experience in strategy development and planning, with ability to understand and translate the strategic direction of the faculty and university into deliverable plans aligned to key performance indicators.
4. Demonstrated ability to build and sustain performance excellence to achieve high levels of commitment and staff satisfaction in their work.
5. Evidence of leadership excellence and people management skills and experience (as outlined in Leadership Behaviours below).
6. Extensive experience in fostering meaningful relationships and effective partnership working internally and with external organisations and professional bodies.
7. Experience of budgeting, forecasting and management of financial and other resources.
8. Excellent communication skills, including the ability to use advocacy, influencing and negotiating skills to effect change.
9. An understanding of the disciplines within the department, and a sound knowledge of national and global developments in Higher Education, external markets and environments.
10. An understanding of new and innovative approaches to learning and teaching, including IT applications.
11. An enthusiasm and commitment to the University's values, aims and objectives.

### Evidenced

Application Form and Interview  
Presentation  
Group Discussion  
Personality and Ability Tests

### Desirable

1. Experience and skills of effective project management.
2. Evidence of experience of accreditation processes.
3. Evidence of a research profile within a relevant discipline.

### Evidenced

Application form and interview

# LEADERSHIP COMPETENCIES

All senior managers are expected to demonstrate the following leadership behaviours and candidates will be assessed against them during the selection process.

## 1. Leads authentically

Demonstrates and articulates high expectations of self and others to improve and sustain performance. Seeks to give feedback that is credible and challenging, as well as supportive and encouraging to improve performance where needed. Inspires and actively empowers individuals and teams to deliver on tasks, to maximise their performance and potential.

## 2. Leads change

Shapes and articulates the overall vision, setting a clear direction that engages and connects people in the delivery of change plans. Learns from experience and has confidence to try new ideas, drawing from internal and external sources. Willing to take on new challenges and maximises future opportunities and possibilities.

## 3. Builds trust

Builds a shared purpose and trusts team members to achieve objectives. Uses clear unambiguous language, actively listens, encourages feedback and can be trusted to deliver. Influences with integrity, actively builds working relationships and challenges inappropriate behaviour. Values equality and diversity and personally demonstrates an inclusive approach.

## 4. Thinks and acts strategically

Understands the context and environment in which UWE operates and how UWE's performance compares to its competitors. Seeks and assimilates different types of information to make informed decisions that are consistent, clearly communicated and followed through. Demonstrates sound judgement based a clear set of values. Develops effective networks and partnerships both internally and externally. Actively refers to the 2020 strategy and contributes to the student experience.

## 5. Personally effective

Has the ability and confidence to interact effectively with people in a range of contexts. Demonstrates emotional self-awareness and reflects on the potential impact of their behaviour on others. Exhibits an engaging, energetic and enthusiastic leadership style, role modelling expected behaviours and encouraging feedback on own performance.

# HOW TO APPLY

Please visit the UWE Bristol web page at  
[www.uwe.ac.uk/jobs](http://www.uwe.ac.uk/jobs)

Closing date for applications Thursday 19 April 2018.

Interviews will be held on Friday 11 May 2018.

For any queries regarding the job role, please contact Donna Whitehead (Pro Vice Chancellor and Executive Dean) by email at: **[donna.whitehead@uwe.ac.uk](mailto:donna.whitehead@uwe.ac.uk)**

For queries regarding the application process, please contact David Acklam in the Resourcing Team on 0117 328 2368, or by email at **[david.acklam@uwe.ac.uk](mailto:david.acklam@uwe.ac.uk)**

Please remember to upload your CV as an additional attachment.

