



UNIVERSITY OF LEEDS



DEPUTY VICE-CHANCELLOR (RESEARCH AND INNOVATION)



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FOREWORD FROM THE VICE-CHANCELLOR



Thank you for your interest in the post of Deputy Vice-Chancellor (Research and Innovation) at the University of Leeds.

This post is part of our new academic leadership structure which gives equal weight to education and research, reflecting our identity as a member of the research-intensive Russell Group and our commitment to translating research into cutting-edge education for students and wider economic and social benefits.

The University has a number of internationally excellent research strengths in diverse areas such as medical and biological engineering; electronic and electrical engineering; climate change and atmospheric science; structural biology; sports science, business, law and data analytics. Our Medical School has particular strengths in musculoskeletal and cardiovascular diseases and in cancer and genetics; and Leeds is also widely recognised as a significant global centre for arts and humanities, sitting comfortably inside the top 75 in the world rankings.

Our aim is to build on these successes by investing in the young, bringing new top performers to Leeds and creating the time and space for our existing research leaders to excel. We are also making astute investments in state-of-the-art research facilities and technology platforms, ensuring that the University projects outwards by developing new research partnerships and building strong relationships with policy makers and funders.

Despite our size, there is a strong tradition of collegiality and interdisciplinary working at Leeds and we aim to leverage this through our seven strategic research themes – cities: sustainable societies and resilient infrastructures, culture, food@leeds, energy, health, high value engineering and water@leeds – and new institute and network developments in key areas like medical imaging, culture and climate change.

The new Deputy Vice-Chancellor (Research and Innovation) will play a central role in the wider academic development of the University, building on current successes, grasping new opportunities to build research capacity and capability and tackling the challenges of doing this head on. I hope that you will come to us with an outstanding academic track record, a positive mind-set and a ‘tone of voice’ which ensures that your students, colleagues and partners know what you stand for and what you care about.

Thank you once again for your interest in Leeds and I wish you well in your application.

Alan Langlands

12 November 2015.



ABOUT THE UNIVERSITY



With its foundations in the Yorkshire College of Sciences of 1874, the University of Leeds was established in 1904 and has been inspiring staff and students to be the best that they can be ever since. The strength of our academic expertise combined with the breadth of disciplines we research and teach, provide a wealth of opportunities and ensure that we have real economic, social and cultural impact.

Leeds is a community of more than 31,000 students from 150 different countries, over 7,500 staff of 100 different nationalities and we are in touch with more than 235,000 alumni in 190 different countries. A member of the Russell Group of universities, we are one of the UK's top ten research institutions and one of the UK's largest, most prestigious and diverse universities.

Increasing knowledge and opportunity in powerful combination is, and will continue to be, the defining feature of Leeds, distinguishing us from other universities and enabling us to address the challenges of education and research across a broad range of disciplines with energy and confidence.

Our academics are leaders in their field who undertake powerful research with enduring national and international impact. Societal issues do not respect disciplinary boundaries, and our strategic research themes of energy, climate, water, cities, food, high-value engineering, culture and health promote interdisciplinary research across the University and with a wide range of partners.

We integrate this world-class research with education and scholarship of the highest quality, and we are committed to the continuous improvement of student education. We offer a variety of alternative routes to study, ensuring that we identify and nurture aspiring students no matter their background or financial circumstances.

We work through a number of carefully developed partnerships in student education and research, increasing our international reach and promoting creativity, innovation and enterprise. These activities are underpinned by leading-edge facilities and a significant commitment to further investment.



ABOUT THE UNIVERSITY

All that we do is driven by the quest for academic excellence and our agreed values of integrity, inclusiveness, community and professionalism. We are re-doubling our commitment to attract, develop and retain the very best talent in Leeds and you will be joining us at a time of renewal, growth and development of our academic activities:

- 90 per cent of final year students reported through the 2015 National Student Survey that they are satisfied with the quality of their course, placing us equal third in the Russell Group and second only to Oxford for satisfaction with teaching. Satisfaction with the students' union is 92 per cent and the library 94 per cent.
- The results of the Research Excellence Framework (REF) 2014 ranked Leeds in 10th place for research power and 9th for research impact. The assessment identified that over 80 per cent of our research is rated "world-leading or internationally excellent".
- The University is number 87 in the QS world rankings in 2015 and 14th in the Sunday Times/Times Good University Guide.
- The University has an annual turnover of £620 million and we are in good financial health with a strong balance sheet. Our commitment to invest for the long term is based on robust financial plans that set exacting student recruitment targets, ambitious improvements in research performance and significant efficiency improvements.
- For every £1 million of revenue generated by the University, we generate secondary economic impact of £1.31 million – 74 per cent of which flows into the regional economy of Yorkshire and Humberside.



OUR STRATEGIC PLAN 2015-2020



The University's Strategic Plan 2015-2020 'Investing in Knowledge and Opportunity' deals with seven distinct areas <https://strategy.leeds.ac.uk/> It is a fast moving plan, and examples of progress against our headline objectives are set out below.

STUDENTS

To achieve our vision, every member of staff at the University will continue to have an absolute focus on meeting the needs and aspirations of students, present and future. We will provide an outstanding education which will attract, excite and retain high-quality students from diverse backgrounds, and equip them to succeed in a competitive global employment market and to make a difference.

The Leeds curriculum underlines the importance of research-based learning and final year projects. The curriculum incorporates a commitment to ensuring that students are exposed to the following:

- Global and cultural insights.
- A framework of ethics and responsibility.
- Employability skills.

The curriculum broadens through a range of elective 'Discovery Themes' and our LeedsforLife programme focuses on co-curricular activities including studying abroad, work placements, volunteering, enterprise and much more.

Our approach is underpinned by an enlightened view of student engagement – in our case a sector leading Partnership with the

Leeds University Union and the wider student body – and an integrated student education service in which academic and professional staff work hand in glove.

The University is also committed to widening participation – spotting talent early, and boosting the aspirations, attainment and achievement of young people from challenging backgrounds.

Looking forward, the mobility of people and programmes, the imperative of interdisciplinary working and advances in digital learning will drive curriculum development and put a premium on training and development to support teaching excellence.

Recent achievements:

- Strong recruitment of high-quality students in every combination of home/EU, international, undergraduate, postgraduate taught and postgraduate research.
- In 2015, 744 students progressed to undergraduate study via our Access to Leeds programme with 40 per cent of the total achieving AAA or above at 'A' level and 73 per cent of the total ABB or above.
- The NSS scores (above) have maintained a pattern of improvement since 2011 and Leeds has the highest number of National Teaching Fellows of any university in the country.
- We are one of the top ten universities in the country targeted by the UK's top 100 companies for the quality of our graduates.

OUR STRATEGIC PLAN 2015-2020

RESEARCH AND INNOVATION

Research is at the heart of University life. We aim to be an outstanding research university, securely placed in the UK's top ten and achieving significant increases in research quality, income and impact, building on existing research strengths and our commitment to interdisciplinary working.

Outstanding research takes place every day on our campus; the breadth of subjects studied, the possibilities for interdisciplinary working and the quality and impact of our research, are all contributing to the needs of the economy and society. That said, a great deal of hard work is still required to improve our research standing if we are to ensure the overall competitiveness of the University for the medium and long term.

The University is committed to supporting staff to deliver the highest quality research outputs, developing a vibrant PhD and postdoctoral community, attracting new senior researchers to Leeds and developing cutting-edge facilities and technology platforms.

- Our £100 million Great Minds programme is recruiting 250 outstanding Academic Fellows over a three-year period. Already these fellowships have attracted over 70 outstanding academics, with another 80 to follow in 2016 – www.250greatminds.leeds.ac.uk/
- By the summer of 2016 our research PhD numbers will have increased from 2,029 in 2012-13 to 2,359; our aim is to reach at least 2,800 by 2019-2020.

- The Leeds Institute of Data Analytics supported by the MRC and the ESRC has opened and the national EPSRC National Facility for Innovative Robotic Systems is also in place. New developments in medical imaging, precision medicine, culture and climate change are also being implemented at the present time.
- We are investing £17 million in a state-of-the-art laboratory for structural biology research. The new facility will provide the University's internationally renowned Astbury Centre for Structural Molecular Biology with instruments for electron microscopy and nuclear magnetic resonance spectrometry that are competitive with the very best in the world.
- The University Council has approved a £125 million scheme to support the integration of engineering and physical sciences, including new developments in computing science and physics and astronomy, and the development of the Bragg Centre – a state-of-the-art platform supporting our work on advanced materials, soft materials and nano-fabrication. This scheme will be completed by 2019.

The University was ranked 9th in the UK in the 2014 research assessment exercise for the impact of its research. This result positions the University as having the strongest impact performance of any UK university north of Oxford and Cambridge.



OUR STRATEGIC PLAN 2015-2020

PARTNERSHIP

We will continue to create and enhance strategic partnerships and collaborations in education, research and innovation – regionally, nationally and internationally, growing and embedding these across the University.

Our students and staff benefit from these partnerships with opportunities for research, internships and shared learning. We are also continuing to engage the public in our research, encouraging people on to the campus and working with the local community to build links with the University. We already have strong ties with a range of partners such as The Leeds Teaching Hospitals Trust, M&S, Arup, Proctor and Gamble, Opera North and Sinochem.

- We have established the Leeds Academic Health Partnership in collaboration with the City Council, the NHS bodies in Leeds and the city's other universities. This is focusing on improving health and social care outcomes, reducing inequalities, preparing the future workforce and driving economic growth.
- The National Institute for Health Research Clinical Research Network – a partnership with Guy's and St Thomas' NHS Foundation Trust – is based in Leeds.
- Over 200 collaborative research projects worth £26.6 million were delivered in 2013-14, with contract research via 160 business funders worth an additional £48.7 million.
- The University is a major player in environmental sciences and is part of the Met Office Academic Partnership, ensuring high-level academic and research cooperation in the field of weather and climate.
- During the last year, the M&S Partnership has offered 56 student placements across a wide variety of subjects. All placements are closely aligned with a student's subject area and future career prospects and designed to meet a business need for M&S.

- Our new IntoUniversity Leeds East Centre helps young people from disadvantaged backgrounds aspire to and achieve a place at university. It is already working with six local primary and secondary schools in the city, involving over 450 school pupils from the age of seven up to sixth formers, in sessions to help raise attainment and support aspiration.

ENTERPRISE

We will provide an integrated approach to enterprise which promotes creativity, innovation and impact in the University and across the City Region.

We have dedicated modules, industry-facing programmes, incubation facilities and specialist support to enable student innovation to flourish. Our academics work with external organisations to harness our research, nurture new ideas and deliver social and economic impact.

- We have created over 100 spin out companies since 1995, seven of which are listed on the Alternative Investment Market (AIM), more than any other university in the UK. In aggregate, these businesses now employ more than 600 people.
- We have just celebrated the successful completion of 100 Knowledge Transfer Partnerships; and 275 regional businesses benefit from the Goldman Sachs 10,000 small businesses growth programme run from our business school.
- Plans are at an advanced stage to develop a new £40 million innovation and enterprise centre, providing expanded incubation facilities and professional support for students, graduates and staff in their interactions with the business community, and ensuring that industry has an accessible gateway to the work of the University.



OUR STRATEGIC PLAN 2015-2020

INTERNATIONAL

Leeds is already an international university with a culturally diverse international campus. We will continue to increase the University's international reach, ensuring that the impact of our education, research and alumni community is globally relevant.

We will focus on integrated support to faculties and schools for international activities, including support for partnership development and student recruitment. We engage with our overseas alumni community to support international recruitment and increased employment opportunities, and the majority of our degree programmes offer students the chance to spend a year working or studying abroad.

We are undertaking world-leading research and education on every continent in the world, from climate change research in the Antarctic and astronomy with African partners, to the health of populations in economically deprived areas in collaboration with a university in Bangladesh. We have just launched a Joint School of Engineering and Computing in Chengdu in Western China.

- We have one of the largest student mobility programmes in the sector supporting one in five of our students to undertake a period of study or work placement overseas during their time at Leeds.
- We employ more than 900 international academic leaders from across the world, representing 27 per cent of our academic staff and we are one of the founding members of the Worldwide Universities Network, comprising 18 leading international universities.

PEOPLE

In order to meet our ambitious goals, we will attract, retain and develop the very best people in a high-trust, academically-led working environment.

The dynamic nature of student education, research and innovation requires an agile and supportive culture and infrastructure. We invest in excellent staff and our students are taught by internationally renowned, inspirational academics who are actively engaged in cutting-edge research. In turn, these staff are supported by flexible and responsive services, able to adapt quickly to change.

- The University is home to a significant number of doctoral training centres funded by the research councils and other funders and is expanding its own PhD studentships. We are committed to providing high levels of support to all PhD students.
- Over 70 outstanding academics have joined us as University Academic Fellows in 2015, engaging in a five-year development programme which will see them progress to Associate Professors.
- We aim to attract 40 world-leading Professors to join Leeds over the next five years, further enhancing our academic leadership and the quality of education and research we provide.
- We believe that our academic excellence and the provision of high-quality professional services must be underpinned by strong leadership and we are committed to a new leadership development strategy providing excellent programmes for key staff.



OUR STRATEGIC PLAN 2015-2020

CAMPUS

We will ensure that our campus offers an exceptional student experience, providing leading-edge facilities for education, research and working with partners.

The University has one of the largest single site city campuses in the UK, with over 180 buildings, a diversity of architectural styles, inspiring places and green spaces. We are planning a £520 million investment in our campus over the next five years to support the achievement of our academic goals. This will include the provision of specialist laboratories, flexible learning spaces, high-quality residential provision, and cultural facilities.

- The new Laidlaw Library, alongside the refurbished Edward Boyle Library, the Brotherton Library and the Special Collections Treasures Gallery, will provide an unparalleled learning and research environment.
- In addition to the schemes identified elsewhere in this brief, new facilities have been developed for Social Sciences, Geography and Mathematics and the students' union will be completely refurbished in the next 18 months.
- Plans for the future include the expansion of the Western Campus, investment in biomedical research, additional sports facilities and new conference provision.

FINANCIAL FOCUS

The University has an annual turnover of £620 million for 2014/15 and continues in very good financial health with robust financial plans enabling us to invest in an ambitious and exciting future.

You can find further details of our finances here: www.leeds.ac.uk/info/5000/about/141/financial_summary_for_201314

Our Annual Report and Financial Summary for 2014/15 will be published in early December 2015.

ORGANISATION AND LEADERSHIP STRUCTURE

You will be a key member of the University Executive Group, which – above all – exists to protect and promote the interests of students. In addition, the UEG is responsible for: formulating and ensuring the delivery of the University's Strategic Plan; supporting staff in realising their career aspirations and the wider education and research mission of the University; ensuring the academic development of the University and securing its academic and financial sustainability; identifying and managing risks; and allocating resources.

Chaired by the Vice-Chancellor, Sir Alan Langlands, the UEG members will include: the Deputy Vice-Chancellor (Student Education); the Deputy Vice-Chancellor (Research and Innovation); the Pro-Vice-Chancellor (International), the nine Faculty Deans, the University Secretary; and the Directors of professional services – Finance, Human Resources, Facilities and Marketing. The UEG reports to the University Council through the Vice-Chancellor.

The Council is the University's governing body. For the purposes of charities law, members of the Council are trustees of the University. The Council has a collective responsibility to ensure the University's wellbeing and sustainability. The Senate is responsible to the Council for academic governance and for regulating the admission of students, the curriculum, academic standards and the award of degrees and other qualifications.



OUR STRATEGIC PLAN 2015-2020



LIFE IN LEEDS

Leeds City Region is the largest city region economy outside London with a population of 3 million people, 1.4 million employees in 109,000 businesses, and economic output of £60 billion. The thriving city of Leeds is the UK's third largest and fastest growing city and the largest financial, legal and business services centre outside London. Located close to the city centre, the University plays a significant role in the economic, social and cultural development of the region.

The Yorkshire region offers a diverse range of areas to live, from a modern city centre and leafy suburbs in Leeds to lively, yet traditional, market and spa towns such as Ilkley and Harrogate.

The University campus is vibrant and diverse, offering state-of-the-art facilities and hosting a wide range of academic, cultural and sports activities and events for staff, students and the public. From small clubs to international events, sporting fixtures to theatre and music performances, there are always opportunities for people to come together.

The University has ambitious and exciting plans for its future academic development based on a commitment to support the professional aspirations of staff and the energy, enthusiasm and talent of our students. We need brilliant and inspiring people to help us build on our existing strengths and achievements and to deliver a new and exciting future.

You can find further information on why Leeds is a great place to live and work on our relocate website:

<http://relocate.leeds.ac.uk/>



THE ROLE OF DEPUTY VICE-CHANCELLOR (RESEARCH AND INNOVATION)



The Deputy Vice-Chancellor (Research and Innovation) will be directly accountable to the Vice-Chancellor.

Working closely with other members of the UEG, s/he will lead on the further development and implementation of research and innovation strategy, promoting and enabling a step change in the quality, volume and impact of the world-leading and internationally excellent research carried out at Leeds; and ensuring effective partnership working with national and international funders, and partners from industry, the public sector and the third sector.

The strategy will develop existing research strengths and accelerate interdisciplinary working across seven strategic themes, building a vibrant PhD and postdoctoral community, establishing new state-of-the-art technology platforms and supporting innovation through the new innovation and enterprise centre.

Key tasks and responsibilities include:

- As a member of the University's Executive Group, to play a full part in shaping the overall strategic direction of the University and implementing the policies and strategies agreed by the Council and, where appropriate, the Senate.
- To provide expert academic leadership to all staff and students engaged in research and innovation and to Chair the Research Board, ensuring that its priorities are delivered in a timely way.
- To champion a step change in the quality of research outputs and to work with the Deans, Heads of School and all research active staff to grow research income.
- To lead the preparation of the University's response to the Research Excellence Framework (or equivalent) in 2020.
- To generate new opportunities for internationally excellent research through the University's sector facing interdisciplinary networks in Health, Water, Energy, Culture, Cities and High Value Engineering; and a new international institute focused on Climate Change.
- To support the Deans in developing strategies for the recruitment of world-class researchers to deliver the University's medium and longer term research priorities and aspirations.
- To oversee the expansion of PhD studentships – including the further development of RCUK and the Wellcome Trust funded doctoral training centres – and the later stages of implementing the University's 250 Great Minds programme, ensuring that we maximise the opportunities for external funding in both cases.
- To work with the Deputy Vice-Chancellor (Student Education) to promote a culture of research-led education and research-based learning across every part of the University.
- To monitor and review the University's research performance and report to the UEG on progress and opportunities for performance improvement.
- To maintain the highest standards of research governance, maintaining research integrity and meeting the reporting requirements of all research funders.
- To build and manage relationships with Government policy makers and funders (including the National Institute for Health Research (NIHR)) in order to influence and shape the development of national policy relating to research, and ensure that the University is well-positioned to respond to it effectively.

THE ROLE OF DEPUTY VICE-CHANCELLOR (RESEARCH AND INNOVATION)

- To work closely with the Vice-Chancellor and Alumni and Development Office to support the development of philanthropic giving as it relates to investment in research and innovation facilities or staffing.
- To lead for the University in major regional, national and international alliances and networks – including the White Rose University Consortium, the N8 Research Partnership, the Russell Group, the World Universities Network – and to develop bilateral relationships where there is the prospect of mutual benefit.
- Working closely with the Pro-Vice-Chancellor (International) and the Deans, to develop international research collaborations and funding opportunities, and to develop a European Strategy which will enhance the University's approach to engagement with European policy makers and funding opportunities.
- To work with the Deans and the Facilities Director to ensure that the new technology platforms are implemented in a timely way and that all opportunities for external funding support are fully exploited.
- To lead the University's innovation strategy, the Higher Education Innovation Funding (HEIF) programme and the commercialisation strategy, working with IP Group and other partners.
- To engage fully in the University's annual planning and funding round to ensure that all research and innovation related activities are properly considered in line with the agreed strategy and that a set of measurable targets are in place to track progress.
- To line manage the Director of Research and Innovation Funding, the Associate Pro-Vice-Chancellor (Interdisciplinary Research), the Director of Commercialisation, the Head of Research Quality and Policy and the Dean of Postgraduate Studies, ensuring that responsive and properly integrated support is available to all research active staff at the University.
- To undertake any other duties agreed from time-to-time with the Vice-Chancellor.



PERSON SPECIFICATION



Candidates will be required to demonstrate the following experience, achievements and personal characteristics:

- A passion for the development of world-leading research and innovation and for securing the highest-quality outputs and strong research income.
- An internationally excellent research reputation and publication record developed in a major university or research institute.
- Demonstrable success in a senior leadership role, and experience of leading and managing change in a large and complex organisation.
- A deep understanding of the higher education sector, the research funding environment and national and international trends relating to university research and innovation.
- Evidence of successful partnership working with a broad range of stakeholders.
- A commitment to research-led education and research-based learning.
- Demonstrable intellect, creativity and judgement, and evidence of developing original ideas, creative approaches and demonstrating sound judgement.
- An inclusive and determined approach to leadership, encouraging ideas, initiative and innovation in others whilst establishing a high-performing culture based on continuous improvement.
- Political, environmental and cultural awareness, and the ability to network, influence, and operate effectively within different 'political' environments and against different cultural norms.
- Commercial acumen and financial literacy.
- Strong communication and interpersonal skills.
- Energy and resilience.

APPOINTMENT PROCESS



The Deputy Vice-Chancellor (Research and Innovation) role will be appointed by a Selection Committee, chaired by the Vice-Chancellor, and advised and assisted by the University's executive search partners, Perrett Laver.

Applications should consist of a CV accompanied by a brief covering letter addressing the criteria in the person specification.

Completed applications should be uploaded at www.perrettlaver.com/candidates quoting reference 2281 by midday (GMT) on Friday 11th December 2015.

Applicants are asked to provide suitable daytime and evening contact details.

The University of Leeds is an equal opportunities employer. We welcome applications from all sections of the community regardless of gender, ethnic origin or disability.

Women and members of ethnic minorities and disabled people are under-represented in the University in posts at this level and the University would therefore particularly welcome applicants from members of such groups whilst, however, affirming that the appointment will be made entirely on merit.

In accordance with the University's commitment to equality and diversity, candidates are asked to complete the Equal Opportunities Monitoring Form enclosed with this appointment details document and submit it with the application.

Longlisted candidates will be invited for interview with Perrett Laver, following which the Selection Committee will agree a shortlist. Shortlisted candidates will be invited to attend informal sessions and formal interviews in Leeds.

