SHAPE YOUR SUCCESS
JOIN OUR REMARKABLE COMMUNITY
Thank you for your interest in the position of Chief of Staff at the University of Southampton.

The need for internationally excellent, research-intensive universities like Southampton to help tackle some of the world’s biggest challenges has never been more important and urgent. At the University of Southampton, our aim is to change the world for the better. Bringing together realms of research, creativity and knowledge, we are focused on having a truly collaborative, immersive and groundbreaking impact. We care about the challenges that humanity is facing, and work to support others on both a local and global scale. Join us in this work, and you will have the opportunity to bring your ideas to life and make a tangible difference to future generations.

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

The impact of the worldwide COVID-19 pandemic required us to reaffirm what matters most as a diverse community and to develop an interim strategy that enabled us to emerge from it strongly and safely. Our new Strategy, which was launched in January this year, encapsulates the Triple Helix of excellence that is research-education-enterprise, which aims to make the Southampton offer distinctive.

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

If you want to take your career to new heights and believe you have the skills, experience and desire to help shape the future of the University of Southampton, then we look forward to receiving your application.

It is important that we find the right person for this role, whatever their circumstances. We will endeavour to be as flexible as we can to make this possible, and are therefore able to create a job share if desired.

Please see page 8 for more information on equality, diversity and inclusion.
Collaboration is key to my work to encourage cultural change. I work closely with other departments, faculties and with external organisations to share knowledge and raise awareness of equality, diversity and inclusion. I am excited about all aspects of this work as I can see the difference it makes to people.”

Aysha Rahman
Equality, Diversity and Inclusion Advisor

TOGETHER WE ADVANCE

Together we can make a real impact on the future.

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

To meet those challenges head-on, we must have a team that is reflective of society and our students. We strive for greater inclusivity in our community. Diversity is a strength and makes us more creative, accelerating our impact on society. We celebrate an equal and respectful environment in which people from all walks of life and backgrounds are welcome to join us.

Our people inspire and empower one another to share and apply their knowledge to transform lives. They are key to what we do, and who we are. Working collaboratively and fostering a culture of transformational leadership are two of our five core values. These values form part of our new University Strategy and are there to help us achieve our overall purpose and vision: to inspire excellence to achieve the remarkable and build an inclusive world. Find out more about our values on page 4.

Our people are our University, which is why our Strategy and all of our activities focus on the communities that make up our institution. We are made up of brilliant minds, motivated leaders and passionate changemakers. By working collaboratively, we can achieve incredible things.

People are at the core of all we do, and are therefore at the core of our Triple Helix. This approach, where education, research and knowledge exchange and enterprise (KEE) are intrinsically connected, will ensure we achieve greater impact and will accelerate new ways to tackle the world’s biggest problems and change the world for the better. Read more about our Triple Helix on page 7.

The work we do, driven by our Strategy, will build on our successes to deliver internationally excellent research, high-quality education and student experience, and develop strong, sustainable relationships with key partners. These actions will help us to be financially, socially and environmentally sustainable University.

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

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

As a forward-thinking institution, we will strengthen our reputation, increasing our national and international rankings to secure a position in the top 100 internationally.

Our strong research partnerships, public engagement and achievements in entrepreneurial activities have been recognised in our very strong all-round performance in the first Knowledge Exchange Framework (KEF) exercise.

Work with us: together we advance.

Find out more
The University Strategy
Our values: provide the lens through which we make decisions, guiding our actions, collective behaviours and systems. They are integral to our purpose of building an inclusive community that makes positive change.

We are ambitious: both personally and institutionally, which requires us to be collaborative and collegial.

As a community of talented individuals, our systems need to enable and empower us. Our community upholds academic freedom and develops through constructive, civil debate. Ensuring different views are heard allows us to make the best decisions.

Our annual Vice-Chancellor’s Awards recognise and celebrate the exceptional contributions made by our staff during the academic year.

Our staff and students at Winchester School of Art collaborated with fashion designer Liang Mingyu for her sustainability sculpture, ‘Masai Mara’, as part of their ‘Itinerant Objects’ programme for Tate Exchange.

Professor David Read, Professional Fellow in Chemical Education, was awarded a prestigious National Teaching Fellowship in 2017 for his innovative approach to teaching.

Collaborations with prestigious partners such as Xiamen University in China, Singapore Institute of Management and Nanyang Technological University allow students to study a wide range of subjects and undertake research in an international environment.

Our values in action

Our highly-ranked education, research and knowledge exchange and enterprise (KEE) are already distinctively intertwined.

By strengthening and increasing these links, our Triple Helix approach will achieve greater impact and accelerate new ways to tackle the world’s most complex problems.

This scaling up is a challenging goal we commit to achieve; its reach and ambition sets us apart.

Purpose and Vision

We inspire excellence to achieve the remarkable and build an inclusive world.

Everyone in our community, together with those we serve, deserves to have their talents developed to the full so they can succeed in achieving their ambitions.

Leaders at all levels of the University will continue to live our values and shared purpose to achieve this.

We will work with partners ranging from industry to the third sector to improve the lives and environment of people across diverse communities in a just and responsible way. This will be achieved through the outcomes of our education, research and enterprise, and the skills and contributions of our alumni and supporters.

We will integrate digital technologies into all areas of our business, fundamentally changing how we operate to create value for people and the planet.

We will ensure the impact of our new knowledge helps the world to change for the better.

Respect, compassion, and curiosity for what makes us different strengthens our community and the communities we serve, enabling mutual success.

People who feel welcomed, included, and valued will use their differences to create and enjoy a transformative experience that drives positive change in the world.

The climate emergency and ecological destruction are among the greatest challenges the world faces.

By embedding sustainability in the ways we operate, in our education programmes, and addressing its urgency in our research and enterprise, we will shape a more positive future locally and across the globe.

We champion equality, diversity, and inclusion in all we do.

We have transformational leadership that enables and empowers people to thrive.

We are agile, flexible and harness new ways of working to benefit all.

We build sustainable, inclusive communities through strong partnerships.

We embed environmental sustainability in everything we do.

We will work with partners ranging from industry to the third sector to improve the lives and environment of people across diverse communities in a just and responsible way. This will be achieved through the outcomes of our education, research and enterprise, and the skills and contributions of our alumni and supporters.

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People are at the core of our Triple Helix
EQUALITY, DIVERSITY AND INCLUSION

It matters to us in all that we do.

At the University of Southampton, we believe that we can only truly play our part in supporting society if we are reflective of society. We are therefore passionate about creating a working environment in which you and your needs bring your whole self to work.

We are focused on creating supportive workplaces for all where discrimination has no place. The way in which you choose to live your life has no bearing on your ability to do your job. Likewise, your age, gender, sexual orientation, religion, social background, ethnicity or any other identifying factor will never be a consideration here. Instead, we are determined to always treat our staff equally, fairly and with respect.

We welcome students from all walks of life, and as such, we champion a uniquely diverse working environment in which every colleague is able to excel, regardless of their background or their life choices. Quite simply, we want to attract like-minded people to our team – people who care about the world, and who share our passion for creating an innovative and forward-thinking learning and research environment.

We are proud to support many staff networks, and we encourage these groups to get involved in helping us create a forward-thinking and desirable workplace. We are a Stonewall Diversity Champion and we are immensely proud to have been awarded an institutional Athena SWAN silver award, which underpins our pledge to improve equality for women.

We also support flexible working and are proud of our open and supportive working environment, with options such as job shares available, we ensure opportunities are equal and focused on the needs of our colleagues. We know that change and improvement is a continual process, and our community is a big part of this, so we always want to hear from our staff about how we can create the best possible working experience.
Southampton is aspiring to be a truly agile organisation; we developed an interim Bridging Strategy to enable us to emerge from the global COVID-19 pandemic strongly and safely.

We are now in the next exciting stage in the University’s strategic development thanks to the launch of the new University Strategy in January this year. Our new Strategy will ensure that we continue to maintain our status as a remarkable global institution for education and research, and put students at the very heart of our vision. This post is key to advancing our position as one of the world’s top 100 universities.*

**OVERVIEW OF THE ROLE**

Chief of Staff
This position will play a vital part in making and managing positive strategic changes throughout the University.

The Chief of Staff will be the professional lead on a range of major strategic projects, providing institutional direction and leadership to support crossfunctional coordination and implementation, and driving specific transformational projects of institutionally strategic significance.

The new Chief of Staff will also look beyond the University community. The position will ensure effective partnership engagement with external stakeholders, and will identify and address key issues confronting the University in external and internal policy areas. They will also seek and provide advice and guidance in relation to key areas of national and international policy.

**How to apply**
For a conversation in confidence or details of how to apply, please contact Mark Holleran southampton@talentedu.co.uk 020 3290 2907

The closing date for receipt of applications is midnight (GMT) on Sunday 10 April 2022.

Interviews are scheduled to take place on Monday 23 May 2022.

*QS World University Rankings, 2022

I enjoy working with the experienced supervisors at the University of Southampton, who have helped me to enrich my knowledge and improve my research skills. As an international student, I’ve always felt that the friendly and supportive audiology team are my family in the UK.”

Rania Alkahtani
PhD Audiology, 2020; Lecturer in Audiology, Princess Nora bint Abdul Rahman University, Saudi Arabia.
ROLE OF CHIEF OF STAFF

Job purpose
The Chief of Staff for the Office of the President and Vice-Chancellor will provide high-level advice, support and guidance to the President and Vice-Chancellor and the senior leadership team in the identification and delivery of University priorities, identifying key issues confronting the University, overseeing internal and external policy areas, and initiating and developing analysis, recommendations and actions to address them.

They will be the professional lead supporting the Vice-Chancellor on the University Strategy, accessing support for the underlying strategic plan, and leading on policy analysis and change. The postholder will provide leadership to the teams supporting these activities, providing institutional direction and leadership to support cross-functional coordination and implementation, and ensure effective partnership engagement with external stakeholders. The preservation of responsibility will be agreed upon with the successful candidate on appointment to reflect their strengths and desired areas for development.

As a member of the Professional Services Leadership team, they will contribute to the wider development of the University’s professional services and academic support arrangements, and will deputise for the Vice-President (Operations) on specific matters and strategic projects as required.

Key accountabilities/primary responsibilities
- As Chief of Staff in the Office of the President and Vice-Chancellor, provide advice, support and guidance to the President and Vice-Chancellor and the senior leadership team on a wide range of issues relating to their objectives and priorities. This includes, but is not limited to:
  - seeking and providing advice and guidance in relation to key areas of national and international policy
  - seeking and providing advice and guidance in relation to University policy, process and practice
  - providing high-level professional support to the Office of the President and Vice-Chancellor, including in the preparation of senior and/or complex correspondence and reports in liaison with senior external and internal stakeholders
- Handling specific requests, correspondence, responses and issues as directed by the President and Vice-Chancellor for exercising judgement and initiative to seek resolution
- Supporting and developing mechanisms for effective liaison and coordination between members of the senior leadership team to help facilitate the progress of initiatives and objectives
- Working with the Communications and Marketing team in the preparation and coordination of correspondence and statements by the President and Vice-Chancellor and other members of the senior leadership team, with a particular focus on the consistency and strategic alignment of messaging
- Representing the University locally, nationally and internationally, as required
- Representing members of the senior leadership team in internal and external meetings, as required
- As institutional lead on the development and monitoring of the University Strategy and the supporting strategic plans, to lead on:
  - Strategic reporting
  - Policy analysis and horizon scanning
  - Oversight of Strategic Plans
  - Preparing reports for Council and the University Executive Board on Strategy Progress
  - Liaising with the Planning and Performance team to ensure connection between the planning and strategy functions
- As professional institutional lead, a project director on specific transformational projects of institutional strategic significance, as identified by the President and Vice-Chancellor. This includes, but is not limited to:
  - Leading initial research and analysis to assess project feasibility and likely timescales and costs, including commissioning external advice, research and due diligence, as required
  - Developing ideas, hypotheses and project concepts into fully formed proposals such that they can inform senior leadership decision-making and business planning
- Aligning project objectives, deliverables and milestone dates aligned with University strategic objectives
- Leading and directing project boards, establishing and agreeing on necessary resources, and directing effective implementation through coordination and allocation of responsibilities to senior staff, including Deans, Heads of Schools, Executive Directors and Directors, applying appropriate project and change management approaches and techniques
- Coordinating the portfolio of strategic projects through the Change Portfolio Office
- Ensuring governance is in place to ensure compliance with regulatory and statutory requirements
- Ensuring effective working relationships and communication with internal and external stakeholders, including keeping the President and Vice-Chancellor and senior leadership team, Council and other governance groups apprised of progress and any issues arising
- Contributing to the wider development of the University’s professional services as a member of the Professional Services Leadership team, deputising for the Vice-President (Operations) on specific matters and strategic projects, as appropriate
- Line management responsibility for staff in their team
- Any other duties as allocated by the line manager following consultation with the post holder

Internal and external relationships
- Internal
  - President and Vice-Chancellor, Senior Vice-President, Vice-President, Deans, Associate Deans, Heads of School, Executive Directors and Directors of Professional Services, Director and Associate Directors of Faculty Operations
- External
  - Key stakeholders in external organisations, including:
    - The Office for Students; UK Research and Innovation; The Department for Education; The Department for Business, Energy and Industrial Strategy; Universities UK; Southampton University Students’ Union; Southampton City Council; Hampshire County Council; students; parents; and senior alumni

CANDIDATE PROFILE

Qualifications, knowledge and experience

**Essential**
- Skill level equivalent to the achievement of a professional qualification or postgraduate degree
- Proven leadership experience in a range of demanding and influential roles
- Successful record of identifying organisational priorities and initiating and developing analysis, recommendations and actions to address them in a large-scale complex organisation
- Highly developed project management skills; able to successfully manage impactful strategic projects
- Proven ability to implement successful change management initiatives and formulate strategic plans that reflect and support the priority needs of the University
- Ability to handle complexity and initiate and implement strategic change

**Desirable**
- Project management PRINCE 2
- Understanding of and/or empathy for higher education and its current and emerging trends

Planning and organising

**Essential**
- Proven ability to champion and oversee key contributions to University Strategy
- Able to define goals and priorities, delegate appropriately and hold people to account
- Thinks and operates at a strategic level to maximise opportunities, articulating and pursuing along-term vision while meeting daily demands

**Management and teamwork**

**Essential**
- Proven ability to recognise and deal with obstacles and difficulties so that teams can deliver.
- Proven ability to lead and develop diverse teams, empowering and supporting people to raise performance standards throughout own work areas.
- Actively encourages multi-disciplinary and cross-functional working to achieve shared objectives.

Communicating and influencing

**Essential**
- Proven ability to positively lead and manage change through an organisation.
- Proven ability to establish and build major relationships with stakeholders. Able to articulate ideas and messages with clarity and consistency to diverse audiences.
- Proven ability to act as the main figurehead for key activities, developing important national and international contacts.
- Able to contribute to the development of the University’s profile in the UK and internationally.
- Proven ability to use influence to develop positions or strategies.
- Able to demonstrate alignment with the University’s core values in all areas of work.
- Builds strong relationships and support for initiatives, aligning activity and resources to deliver strategic objectives.

Other skills and behaviours

- Intellectual capacity, stamina and agility to deal with a broad span of duties, to gain the respect of a wide range of people and to balance internal and external demands.
- Personal presence and ability to project and inspire confidence at all levels.
- High level of emotional intelligence with excellent judgement.
- Resilient, adaptable and clear minded, accepting of differing views while achieving results.
- Able to define goals and priorities, delegate appropriately and hold people to account.
- Thinks and operates at a strategic level to maximise opportunities, articulating and pursuing along-term vision while meeting daily demands.
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<th>Internal Co-Authors</th>
<th>International Co-Authors</th>
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<td>60%</td>
<td>Over 700 overseas partners</td>
<td>Engaged in research with</td>
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- Over 60% of our publications are internationally co-authored.
- A founding member of the Russell Group of 24 major research-intensive universities in the UK.

Southampton is ranked 77th in the world.

- Received £120m in research grant and contracts income in 2019/20.
- We have over 21,000 students, including more than 8,200 international students.
- Our contracts with industry are worth about £50m annually.

- We employ over 6,500 staff.
- We have over 250,000 alumni community spans over 190 countries.
- Our 250,000 alumni community spans over 190 countries.
- Very strong performance in the first KEF exercise.

- Our 250,000 alumni community spans over 190 countries.
- Our partnerships with Lloyd’s Register represents the largest university-business collaboration of its kind in the UK.

- Over the next decade, we plan to invest over £300m in our infrastructure and facilities.
- Our income exceeded £583m in the 2019/20 financial year.

- At any one time we are working with over 1,000 external organisations around the globe.

Our students don’t just work toward their degrees; they gain life experiences and skills that enable them to change the world for the better as graduates.

Damilola Teidi-Ayoola (MSc Business Strategy and Innovation Management, 2014) is using technology in creative and innovative ways to make a difference to people’s lives. As the Director of Incubation and Acceleration at Co-Creation Hub (CcHUB), Africa’s leading innovation centre, she builds strong pan-African programmes to support technology companies across the continent.

Our partnerships with Lloyd’s Register represents the largest university-business collaboration of its kind in the UK.

1. QS World University Rankings, 2022
3. Performing at or above the cluster average every perspective
4. National Student Survey (NSS), 2021
5. The Complete University Guide, 2022
Southampton

Southampton is a fantastic place in which to live, work and socialise. Regardless of what life stage you are at, you will find a dynamic and vibrant city that caters for all. With an envious location on the coast, yet just an hour from London, the region combines incredible natural beauty with a thriving social scene – making it one of the most desirable places to live!

As an ethnically rich city that is growing rapidly, Southampton is benefitting from considerable investments in the region. £1.6bn has already been committed to the development of the region, while a further £1.4bn spend is planned over the next 10 years. A new Cultural Quarter has been created, and a £400m redevelopment of the Royal Pier Waterfront is underway – and with each of these improvements, we have witnessed an exciting transformation of the city.

There is something for everyone in Southampton and the surrounding areas. For outdoor enthusiasts, water sports, sailing and ocean racing are easily available, while the beautiful New Forest National Park is just 30 minutes away. With many excellent local schools and nurseries, families will find a fantastic quality of life, while there’s a thriving LGBTQ+ social scene. Multiple faiths are celebrated in the city, and the rich cultural heritage of Winchester is just on our doorstep.

Winchester

On the edge of the South Downs National Park, England’s ancient capital, Winchester is steeped in history and is complemented by a lively atmosphere and a wide variety of pubs and restaurants, museums, theatres and galleries. With direct rail links to London, our Winchester School of Art campus is one of the UK’s leading art and design institutions.

The University campuses

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

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

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

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

Three miles west of Highfield, University Hospital Southampton is the base for the University’s Faculty of Medicine. The campus offers modern laboratories, computer suites, refurbished lecture theatres and a specialist Health Services Library. It is also home to our purpose-built Centre for Cancer Immunology which opened in 2018 following a successful £215m fundraising campaign.

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

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

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

Southampton Malaysia is home to undergraduate engineering and business programmes in Malaysia. Our brand new campus, opened in 2021, is part of EcoBotanic City in Iskandar Puteri, Johor, offering state-of-the-art laboratories, learning and recreational spaces.
Find out more
Contact Mark Holleran
southampton@talentedu.co.uk
02032902907