

SHAPE OUR SUCCESS

JOIN OUR REMARKABLE COMMUNITY

FOREWORD

Thank you for your interest in the position of Director of Civic and Arts 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 inspire excellence to achieve the remarkable and build an inclusive world. Bringing together realms of research, creativity and knowledge, we are focused on having 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 is part of the Engagement and Advancement team and will contribute to achieving these bold ambitions and thrive in this changing external environment. It will play an important part in championing the new [University Strategy](#).

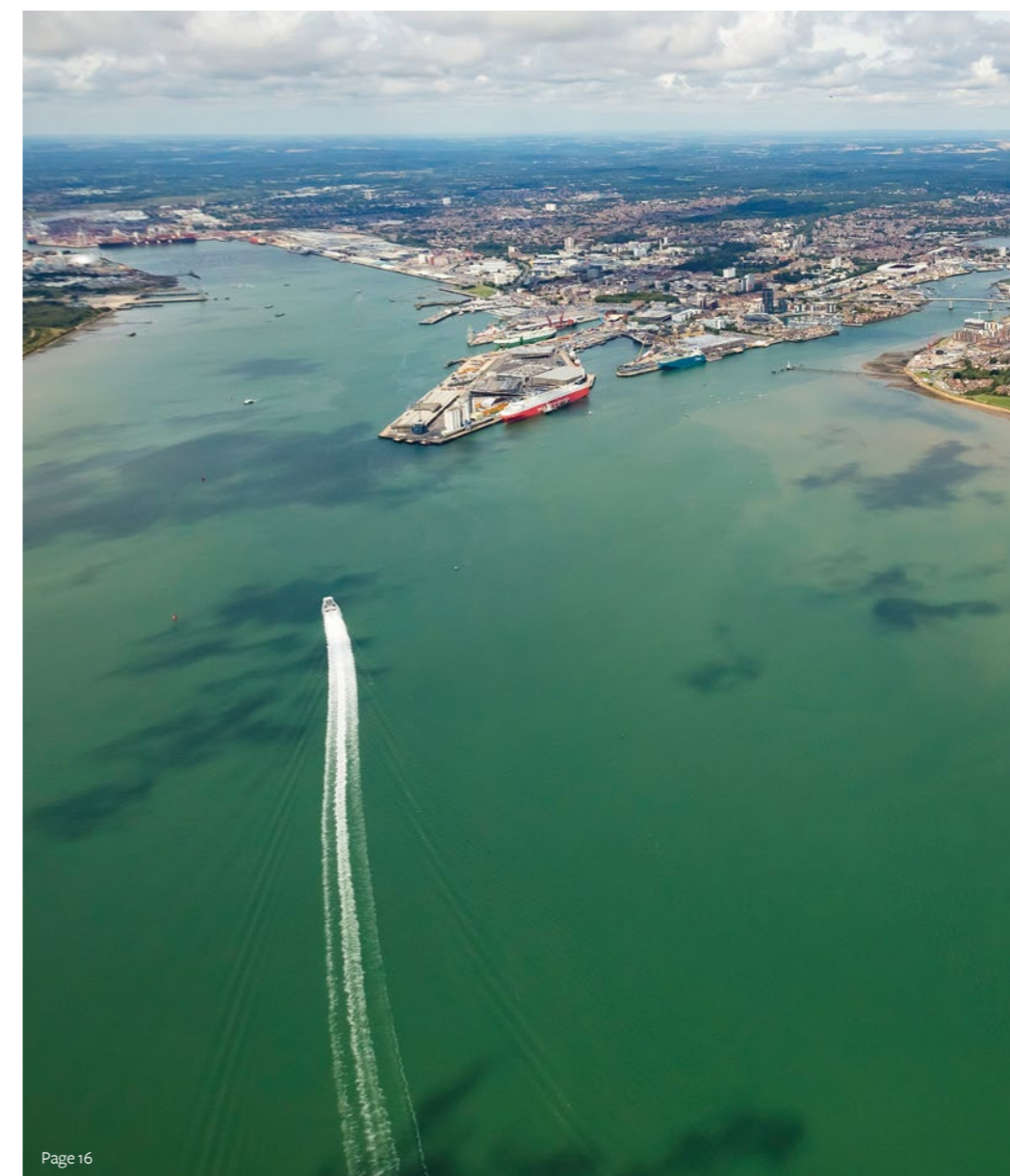
The impact of the worldwide COVID-19 pandemic required us to reaffirm what matters most as a diverse community and to develop an interim strategy that enabled us to emerge from it strongly and safely. Our new Strategy, which was launched in January 2022, encapsulates the Triple Helix of excellence that 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 drive to help lead our ambition to be a civic University, we want to hear from you. If you can help the University to deliver the civic Strategic Plan and enable the University to become a truly integrated part of the local community, this role may be for you. If you welcome the opportunity to help shape the future of the University of Southampton, 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 possible to consider individual requirements and circumstances to find the optimum solution for the successful applicant.

Please see page 8 for more information on equality, diversity and inclusion.



Together we advance

Working collaboratively to make a real impact on society's biggest challenges.

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Our values

Activities underpinned by the values determined by our University community.

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Equality, diversity and inclusion

It matters to us in all that we do.

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Overview of the role

Director of Civic and Arts

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Job description and candidate profile.

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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 6.

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.

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 10 in the UK and strengthen our 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

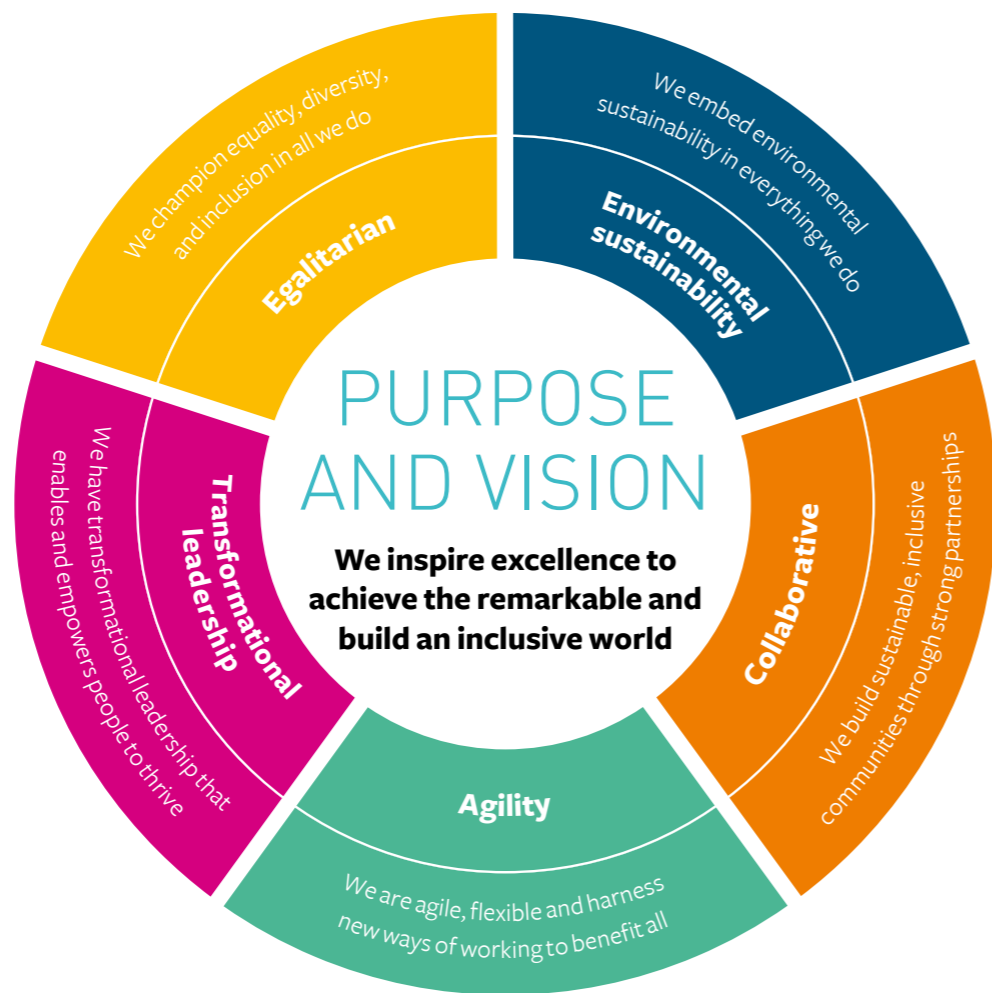
Our values provide the lens through which we make decisions, guiding our actions, collective behaviours and systems.

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.

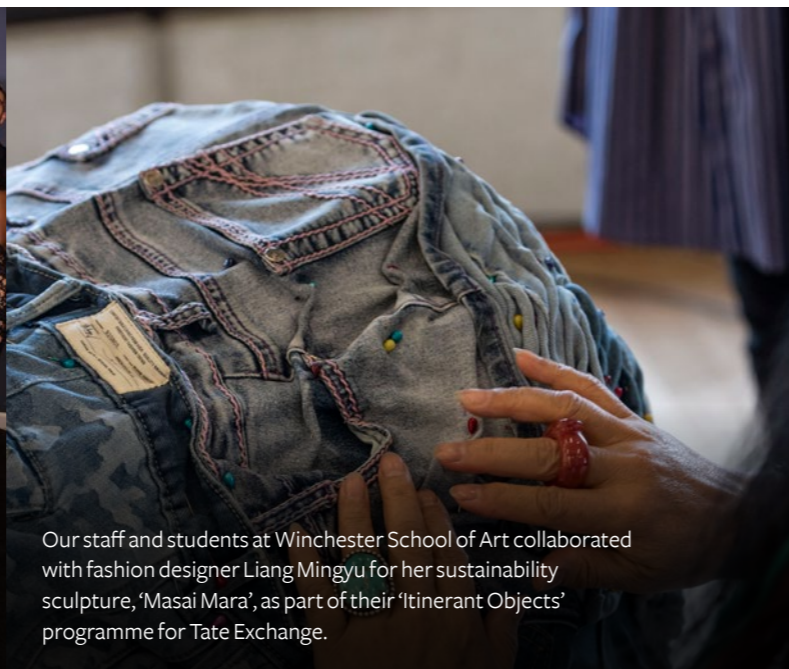
Ensuring different views are heard allows us to make the best decisions.



Our values in action



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.

People are at the core of our Triple Helix



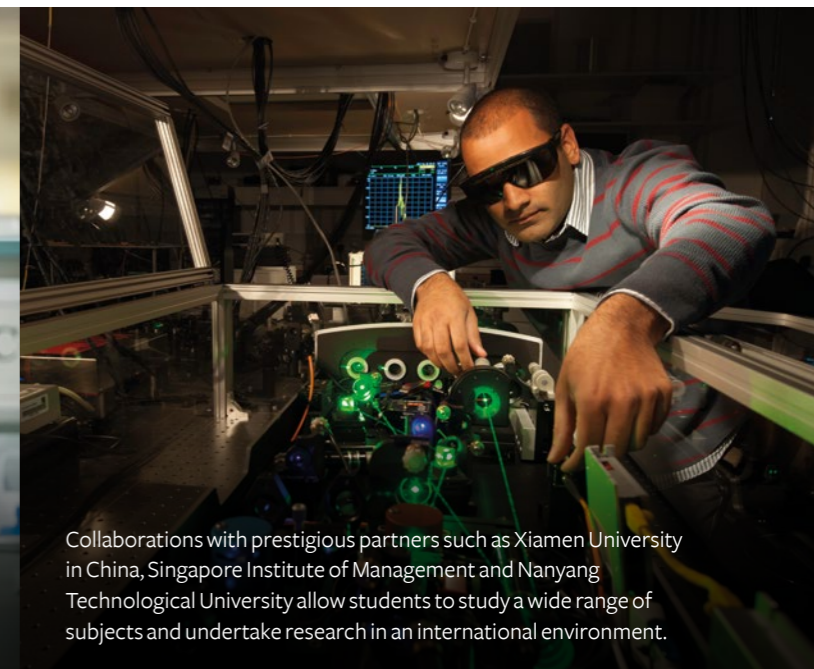
Our highly-ranked **education, research and knowledge exchange and enterprise (KEE)** are already distinctively intertwined.

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.



Professor David Read, Professorial 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.

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 are free to 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 people 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 likeminded 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 – A CIVIC UNIVERSITY

We, as a University, are at the heart of our community here in the south. We have a significant impact on our society – and vice versa – and we have strong ambitions to grow and formalise our civic role.

The University launched its new Strategy for the next five years in January 2022. One significant addition is the commitment to being a Civic University.

The Strategy states: “Our foundations and heritage make the University of Southampton a gateway to the world. We are deeply committed to Southampton as a city of culture and across the region will further develop our civic role of making a positive impact.”

Being a Civic University is about maximising our civic contribution and aligning our strategies with those of civic partners to develop mutually beneficial partnerships with local communities and organisations.

Our civic ambitions

There are four broad focus areas for the Civic Strategic Plan: ‘Partnerships’, ‘Collaboration’, ‘Place’ and ‘Impact’. The principles are:

- We will work with our civic partners and businesses to achieve socio-economic benefit
- We are committed to making a positive social impact, increasing social mobility, transforming lives and enhancing prosperity, both on the south coast of England and across the globe
- We are focused on collaborations to strengthen economies and sustainable communities across the region, and beyond.

The University is already embedded in the local community in a myriad of ways. Working with partners to share knowledge, resources, skills and expertise is something that already happens in all corners of the University – and something that will be built upon.

Consultations carried out as part of the Southampton City of Culture bid revealed that access to culture-based health and well-being opportunities for young people are widely divergent across the city. Furthermore, young people paint a different picture of the city – its strengths, assets and opportunities – from that of adults.

A **major report** released in October 2022 found that the University generates £4.14 billion of annual impact across the UK economy – putting the spotlight on our influence on our local and wider community. The report, by

independent consultancy London Economics, said £1.6 billion of impact occurs in the South East, with a significant proportion occurring in Southampton itself. Read more about our Economic Impact Report on page XX.

Southampton has awarded 10 Ukrainian Sanctuary Scholarships in 2022, enabling Ukrainian student refugees to study at the University.

Southampton is also working towards becoming a University of Sanctuary. The status recognises good practice by universities in fostering inclusivity and awareness, involving commitments to welcome and support people fleeing conflict and persecution.

How to apply

If you would like an informal discussion about the position, please contact

Shaun Williams, Executive Director Engagement & Advancement:
Shaun.Williams@soton.ac.uk

Lorna Colquhoun, Executive Director Research & Innovation Services:
L.M.Colquhoun@soton.ac.uk

A formal panel interview and a Stakeholder panel engagement opportunity are scheduled in-person in Southampton on **Friday 10 March 2023** for shortlisted candidates.

ROLE OF THE DIRECTOR OF CIVIC AND ARTS

Job purpose

In partnership with the Vice President International & Global Engagement, the Executive Director Engagement & Advancement, and the Executive Director of Research and Innovation Services, to develop and lead delivery of the University's Civic Strategic Plan, the Civic University Agreements, and the University's arts and culture activities and engagement. To support and promote excellence in civic and arts engagement and (non-enterprise) regional partnership working with key stakeholders including local and regional authorities and community groups; to facilitate a culture of Civic ways of working in the university, and to contribute to delivery of economic and social benefit.

Development and ongoing leadership of a new Civic and Arts Engagement team structure within professional services that will drive, connect, support, and monitor civic activity across the University, increasing awareness and visibility of these activities, spotting opportunities where civic engagement will add value and mobilising diverse teams to engage and deliver.

Key accountabilities/primary responsibilities

- To be responsible for the development and ongoing leadership of University strategy and policy related to all civic university activities, to deliver the strategic direction, co-ordination and management of Civic, regional engagement and Arts and culture activity within the University.
- To represent the university and lead on facilitating and delivering visible and tractable regional partnerships with key civic stakeholders including but not limited to city and regional authorities and regional Universities. Ensure that partnership and best practice is embedded in all areas of the management and support for these activities. Responsibility for reporting on progress and performance against Civic Strategic Plan to the University Executive and Council.
- To provide leadership and direction to Civic support staff, Arts teams, Public Affairs, and provide advice and coordination of relevant civic activities from across the University providing advice to and setting the standard for staff who work on civic objectives in other Directorates and Faculties including Public Engagement teams and Public Policy Southampton. To promote consistency of approach, of appropriate processes and working to improve services and efficiencies.
- Ensuring the University engages with and benefits optimally from Government initiatives emphasising 'place'.
- As professional services lead on the development and monitoring of the University's civic strategic plan, to lead on strategic reporting, policy analysis and horizon scanning, preparing reports for Council and the University Executive Board on progress.
- Represent the University externally in sector groups and in negotiations, networking with external professionals, stakeholders, city-region, Government ministers, agencies, and organisations for the benefit of the University and its academic staff.
- Any other duties as allocated by the line manager

Internal and external relationships

- Vice President International & Global Engagement, Vice President Research & Enterprise, Associate Deans Research/Enterprise, Heads of academic group, academic and research staff
- Executive Directors and Directors of Professional Services
- All departments within Engagement & Advancement: Arts, ODAR, Communications
- RIS colleagues especially Public Engagement, PPS, and relevant professional services staff in Faculties
- Staff across Professional Services (PS) to ensure coordination and effective working practices
- Regional authorities including City and County Councils and LEPS, Arts organisations and community groups
- Senior leadership at other universities, research organisations, volunteer organisations and NHS trusts with whom we are collaborating.

Special Requirements

- Lead and champion the University's Values including EDI in decision making
- Travel to attend meetings (primarily UK, some overseas)
- Willingness to work non-standard hours, as reasonably required, to fulfil the role (e.g., out of hours meetings offsite).

CANDIDATE PROFILE

Qualifications, knowledge and experience

Essential

- Skill level equivalent to achievement of a professional qualification or postgraduate degree or equivalent relevant experience.
- Proven ability to guide and advise colleagues on complex relationship building and management
- Proven senior leadership experience in a range of demanding and influential roles in higher education or relevant sector in higher education or relevant sector.
- Experience of successfully leading and managing teams
- Experience of managing a budget.
- Experience of significant business, community, and other stakeholder engagement.
- Experience developing and writing policy reports/grants for multiple constituencies
- Able to demonstrate leadership in collaborative/partnership settings and through matrix management.

Desirable

- Understands the complexities of large HE organisations and is able to develop policy, initiate organisational change and implement vision.
- Good knowledge of wider environment for Higher Education, including Research, Knowledge Exchange, and/or Education.
- Good knowledge and understanding of the role that Arts policy and activity can play in delivering an institution's civic agenda.
- Substantial work-related experience within community-based learning and/or policy environment.

Expected behaviours

- Able to apply and actively promote equality, diversity, and inclusion principles to the responsibilities of the role.
- As a Line Manager role model, the Southampton Behaviours and work with the management team to embed them as a way of working within the department.

Planning and organising

Essential

- Able to champion and oversee the Department's contribution to the university's strategy and to lead on the Department's strategies and plans.

- Able to demonstrate a strategic approach, with current and detailed knowledge of the external enterprise environment (commercial and public sector)
- Able to prioritise and maintain a view of wider corporate strategies and developments and enterprise activities and opportunities.
- Project management and coordination of a number of players and simultaneous projects in sometimes complex relationships and to multiple deadlines - involving negotiations in an international context
- Able to take strategic view in a fast-moving and dynamic environment
- Able to lead projects, driving activity to completion while managing details.

Problem solving and initiative

Essential

- Able to develop innovative solutions and practical implementations for strategic change
- Able to make judgements on significant new problems where precedent may not apply.
- Able to identify and apply creative solutions in negotiations, often in the absence of any relevant precedent.
- Able to actively seek information from internal or external sources as required to solve complex problems.

Management and teamwork

Essential

- Experienced leader and manager within a large complex organisation, with proven ability to inspire and manage a number of teams and delegate effectively.
- Able to implement successful change management initiatives and formulate strategic plans that reflect and support the priority needs of the university. Able to recognise and deal with obstacles and difficulties so that teams can deliver.
- Able to demonstrate leadership and to raise performance standards throughout own work areas.
- Able to provide expert guidance and advice to colleagues to resolve complex problems, improve performance standards and efficiency in delivery.
- Able to lead on design and implementation of solutions and meet the needs of colleagues across a number of teams across the organisation.

Communicating and influencing

Essential

- Able to persuade and influence in order to foster and maintain relationships with senior people internally and with key external stakeholders and investors.
- Fosters successful relationships and partnerships with key influencers in government and other agencies relevant to the Sector
- Able to use influence to develop positions or strategies
- Able to resolve tensions and difficulties as they arise.
- Excellent written, presentation and verbal skills, with ability to communicate at a variety of levels
- Excellent inter-personal skills with a wide range of people of different backgrounds, from within and outside the university.

Other skills and behaviours

Essential

- Is seen as an ambassador when dealing with external stakeholders and is able to successfully represent the organisation's interests.
- Ability to lead and manage change through an organisation
- Able to demonstrate alignment with the University's core values in all areas of work, and champion those behaviours in the Department

Desirable

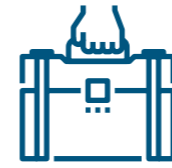
- Understanding of research and innovation in an HEI environment

Special requirements

- Support, endorse and role model, the University's Southampton Behaviours
- Flexibility to work unusual hours.
- Willingness to travel on business (mostly UK, some overseas).



Southampton is ranked
78th
in the world¹



Received
£120m
in research grant and contracts income in 2020/21²



Over
60%
of our publications are internationally co-authored



Engaged in research with over
700
overseas partners



We attract high-quality students from over 130 countries



Overall student satisfaction at Southampton is **significantly ahead of the sector** and is a strong performance against our competitor set, the Russell Group, and the sector⁴



A founding member of the Russell Group of 24 major research-intensive universities in the UK



Founding member of the Worldwide Universities Network

We have over
21,000
students, including more than
8,200
international students



Our contracts with industry are worth about
£50m
annually



Top 15
in the UK⁵

Our 265,000 alumni community spans over
190
countries



We employ over 6,500 staff

Very strong
performance in the first KEF exercise³



Over the next decade, we plan to invest over
£300m
in our infrastructure and facilities



Our income exceeded £554m in the 2020/21 financial year²



Our partnership with Lloyd's Register represents the largest university-business collaboration of its kind in the UK



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

¹ QS World University Rankings, 2023

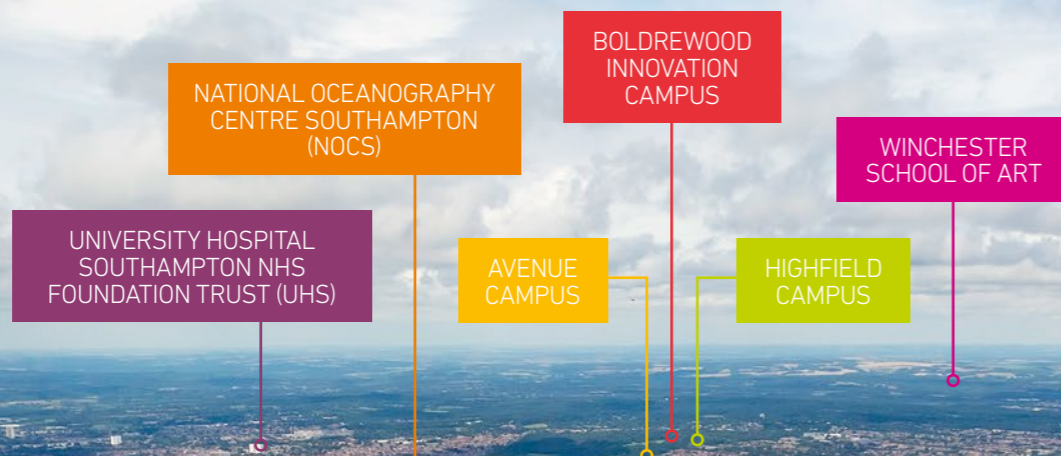
² University of Southampton Financial Report, 2020/21

³ Performing at or above the cluster average across every perspective

⁴ National Student Survey (NSS), 2022

⁵ The Complete University Guide, 2023

THE UNIVERSITY AND ITS REGIONS



3rd
best place
to live and work
in the UK*

*Good Growth for Cities Index, January 2021, DEMOS-PwC

Find a better quality of life.

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 enviable location on the coast, yet just over an hour from London, the region combines incredible natural beauty with a thriving social scene – making it a desirable place to live! As an ethnically rich city that is growing rapidly, Southampton is benefitting from considerable investments in the region.

The city centre is currently thriving thanks to over £600m of regeneration plans and projects, including the historic Bargate Quarter, with new hotels, homes and transport links. This is a city of growth and transformation, and it is an exciting time to be here.

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, 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 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 £25m 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.

University of 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.

 [View our virtual tours](#)

 [Watch our video](#)



Find out more

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