Director of Research and Enterprise
Research and Enterprise Directorate

Closing date:  2 April 2018
Interview date:  23 April 2018
Vacancy reference:  6464
INTRODUCTION

Thank you for your interest in this important appointment for the University of York. The Director of Research and Enterprise is a key senior management position, and leads the University’s Research and Enterprise Directorate. As Director, and reporting to me as Registrar and Secretary, you will provide leadership and management of the key services supporting the University’s research, knowledge exchange and enterprise strategies across the University.

The Director of Research and Enterprise works closely with the Pro Vice-Chancellor for Research, Pro Vice-Chancellor for Partnerships and Knowledge Exchange, the University’s Research Theme Champions, Faculty Deans, Associate Deans of Research and Heads of Department to deliver the University’s ambitions in research and enterprise.

This is a role that encompasses both strategy development and service delivery across the entire research and enterprise trajectory. It occupies a central and creative role in the development of these ongoing strategies for the institution whilst also providing leadership, overseeing the delivery of all services provided by the Directorate and ensuring that those services continuously improve.

As an experienced senior leader you will provide the vision for the Directorate’s ongoing growth, harnessing the talent within the department and developing staff who are expert in their own professional specialities.

As a member of my Heads of Professional Services team, you will contribute as a senior leader to the overall development of the University, working collaboratively and cross functionally with other service directorates to ensure that Professional Services at York is agile and focused on enabling our staff and students to succeed.

I very much look forward to your application.

Jo Horsburgh
Registrar and Secretary
Main purpose of the role

The Research and Enterprise Directorate is key to the University’s research success and supports academic staff and departments to undertake world-leading research and to disseminate the knowledge created to external stakeholders for the benefit of society. As Director of Research and Enterprise you will play a pivotal role in supporting senior academics to develop strategies that enable the University of York to deliver outstanding research, knowledge exchange and enterprise activity. Through your leadership of the Research and Enterprise Directorate, you will be responsible for translating those strategies into innovative and effective service and operational plans, ensuring that the Directorate supports York’s academics in achieving the University’s strategic ambitions.

Key responsibilities

Strategic Engagement and Leadership

- Work collaboratively with senior academic colleagues to develop the University’s strategies that underpin outstanding research, knowledge exchange and enterprise activities.
- Provide expertise, creativity and evidence to ensure that the University creates and maximises strategic opportunities to support its research ambitions.
- Provide inspirational leadership to the Research and Enterprise Directorate to enable the team to provide an excellent service to academic colleagues across the whole research trajectory of “Inspiration to Impact”.
- Contribute to increasing the University’s income from research grants and enterprise activities, supporting Academic Departments to maximise, gain and effectively manage research and knowledge transfer related funding.
- Support the development of the University’s approach to the commercialisation and exploitation of the University’s research endeavours, taking a leading role in identifying opportunities and appropriate partnerships.
- Oversee the University’s approach to the various statutory returns as they arise, e.g. the Research Excellence Framework, and Higher Education Business and Community Interaction Survey, to realise University benefit, impact and ensure compliance with funder regulations.
- Ensure that learning from the whole research cycle informs how the University and departments can continuously improve in achieving research excellence.
- Horizon scan to identify and implement best practice in research and enterprise management to support excellence and financial sustainability.
- Working collaboratively with academic departments and other professional service directorates, ensure that the University’s research excellence and strengths are communicated and disseminated as widely as possible for the benefit of the University.
- Through the provision of effective networking and support services, enable the University to realise its aspirations in interdisciplinary research and knowledge exchange.
- By working closely with the PVCs, ensure that a seamless end to end approach to research and knowledge exchange is promoted within the directorate and across the University.

External Relationships

- Develop and maintain strong relationships with key external stakeholders, to include UKRI and other funders, policy makers, LEPS, regional partners, businesses and collaborators to promote the University’s interests and reputation locally, nationally and internationally.
- Represent the University through membership of relevant sector bodies and groups, or by operating as a Non-Executive Director of companies associated with the University’s interests.
- Act as an ambassador for the University at events, including overseas as required from time to time.
JOB DESCRIPTION

Operational and Service Leadership

- Leadership of the Directorate services to ensure that they are agile, support the needs of academics and reflect best practice in terms of service delivery.
- Accountable for administering the finance of the University’s research grant portfolio to ensure compliance with funder requirements.
- Leadership of IP Management, relationship brokering, commercial project management and contract negotiation to gain commercial value from the University’s intellectual property.
- Manage various institutional pump priming, capital equipment and research visitor funds to strategically promote excellent research.
- Accountable for ensuring that the University’s contract management processes are effective and timely.

Governance

- Accountability for maintaining the highest standards of governance in research and enterprise management, ensuring that all compliance requirements are met and that processes for ethics and integrity are embedded seamlessly into practice.
- Take a leadership role in, or chair as required, relevant committees and steering groups, both internally and externally to progress the University’s research and enterprise agenda.
- Provide secretariat functions to the committees chaired by the PVC Research and the PVC Partnerships and Knowledge Exchange for the efficient furtherance of University business.
- Membership of the University Research Committee, Subsidiaries Management Group and other governance groups related to research and enterprise.

Senior Management and People Development

- As a member of the University’s Heads of Professional Services Leadership team, contribute to the development of the University, acting in a senior leadership capacity to further the strategic aims of the institution.
- Accountable for the professional development of staff in the Directorate to enable them to develop and succeed.
- Leadership of institutional Continuing Professional Development programmes to support the research capability and enterprise skills of academic and research staff enabling academic departments to run programmes efficiently and profitably.
- Any other duties as required from time to time by the Registrar and Secretary.
## PERSON SPECIFICATION

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<tr>
<th>Qualifications</th>
<th>Essential / Desirable</th>
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<tbody>
<tr>
<td>Educated to degree level or equivalent.</td>
<td>Essential</td>
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<td>Professional qualification in a relevant area.</td>
<td>Desirable</td>
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### Knowledge

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<th>Knowledge</th>
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<td>Detailed understanding of the HE sector, funding bodies and priorities of the various stakeholders in the sector.</td>
<td>Essential</td>
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<td>Knowledge of the end to end research and knowledge exchange process and the factors that make for successful outcomes.</td>
<td>Essential</td>
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<td>Experience of identifying risks and the ability to develop strategies to manage and mitigate them.</td>
<td>Essential</td>
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<td>Understanding of the capabilities of utilising technology and identifying the potential and limitations that this may offer for addressing corporate challenges.</td>
<td>Essential</td>
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<td>Ability to create clarity, analyse the market, horizon scan and manage implications of national and international trends to ensure future institutional success.</td>
<td>Essential</td>
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### Skills, abilities and competencies

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<th>Essential</th>
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<tr>
<td>Strong leadership skills with the ability to develop and lead an effective and motivated multi-disciplinary team to achieve both tactical and strategic solutions.</td>
<td>Essential</td>
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<td>Commitment to the mission and values of the University and an empathy with the academic role.</td>
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<td>Excellent presentation/communication skills, able to present strategic vision, objectives and operational detail to a variety of audiences.</td>
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<td>Ability to develop positive relationships, work collaboratively and with strong influencing skills, capable of gaining the confidence of senior management agreement to proposals.</td>
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<td>Ability to deliver against agreed expectations, making efficient use of resources.</td>
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<td>Ability to have challenging conversations and make difficult decisions to achieve results.</td>
<td>Essential</td>
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<td>Ability to nurture and develop respect amongst senior academic colleagues, through an understanding of the issues and challenges that face as academic leaders and budget holders.</td>
<td>Essential</td>
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<td>Ability to develop a positive working relationship with staff at all levels and backgrounds within the organisation.</td>
<td>Essential</td>
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<td>Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.</td>
<td>Essential</td>
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<td>An experienced senior leader, able to demonstrate proven delivery in identifying change management opportunities and seeing these through to delivery.</td>
<td>Essential</td>
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<td>Confident line manager with the ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes, with a successful track record of leading continuous service improvement and organisational development.</td>
<td>Essential</td>
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<td>Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation, with experience of working collaboratively to develop ambitious strategies and of building and leading teams to deliver them.</td>
<td>Essential</td>
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<td>Experience of working in a large complex organisation and of working at a strategic and operational level, including working with and influencing senior management including at Board level.</td>
<td>Essential</td>
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<td>Experience of identifying risks and options, and of developing strategies to manage and mitigate them.</td>
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<td>Experience of creating and sustaining necessary governance frameworks to support compliance with a wide variety of regulatory requirements.</td>
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<th><strong>Personal attributes</strong></th>
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<td>Consultative and able to work collaboratively</td>
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<td>Creative and innovative with a strong grounding in practical solutions and results orientated.</td>
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<td>Political and commercial acumen, able to seek and identify opportunities for the benefit of the University.</td>
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<td>Resilient, able to work well in a fast changing environment and with conflicting priorities.</td>
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<td>Emotionally intelligent and able to relate to a wide range of people.</td>
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<td>Able to network and engage effectively with a wide range of stakeholders, successfully managing a diversity of relationships.</td>
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<td>Demonstrates integrity, openness and honesty with a strong commitment to equality and diversity.</td>
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OUR RESEARCH

The University of York has an excellent research reputation established by our community of creative scholars and supported by our professional support directorates. Many of our Departments and Centres are known internationally for their research activity.

Research excellence defines York. Our key priority is to further strengthen and improve our research, to be dynamic, inspirational and life-changing in its impact. Our vision is that York should deliver some of the best research in the world, and be regarded as one of the best places worldwide to conduct research.

Our research strategy is underpinned by the following key principles:

- **Research Excellence**
  To conduct research of the highest quality that has the potential to be world leading and world changing.

- **Innovation**
  To undertake research to advance core disciplines and find new and important areas for discovery, through the introduction of new ideas, insights and methods, for intellectual and economic benefit.

- **International Perspective**
  To undertake research that is relevant and significant at a global level, even when it is geographically focused at a regional or national location.

- **Impact**
  To ensure that our research has impact beyond academia by engaging with and influencing people and organisations in order to affect policy and practice.

- **Collaboration and Partnership**
  To build strong links at institutional and individual researcher level with other academics, both internal and external, and nurture sustainable partnerships beyond academia with industrial, corporate, cultural, civic, public and third sector partners.

- **Integrity**
  To undertake research in accordance with the highest professional standards (as specified in the University’s Code of Practice on Research Integrity) to ensure that it is robust and accords with rigorous ethical values.

- **Research Performance**
  The University of York performed strongly in the most recent REF, carried out in 2014 and were ranked 14th overall in the country.

  The proportion of research activity of world-leading, 4* status is among the highest of any UK university, and York is rated tenth out of 155 higher education institutions for the impact of its research. Eight of the University’s academic departments were ranked in the top five for their subject while twelve were in the top ten in terms of impact. Our aim is to improve this performance in the 2021 REF.

  York’s research is making an impact around the world. We achieved an increase in research funding during the last financial year to £66m, demonstrating the strong support we are receiving from research funders.

  Research income remains an important benchmark of overall activity. Significant progress has been made on a project relating to food sustainability (AgriFood), with our membership of and contribution to N8 (a grouping of northern research-intensive universities) being key to this. The University (including its subsidiary company, the Biorenewables Development Centre Ltd) is successfully positioning itself as a hub of biorenewables activity in the North of England following the successful award of grants from HEFCE, the York and North Yorkshire Local Enterprise Partnership and the Department of Communities and Local Government.
A major focus of our research is the development of cross-cutting, inter-disciplinary research themes, each of which is led by a Research Champion.

**Creativity** - Prof Damian Murphy
Creativity is a key driver of modern, dynamic societies and is at the centre of our research excellence. Our work considers the nature of creativity and the creative process across linguistic, cultural, aesthetic and cognitive dimensions. Research at the convergence of technology, digital games and interactive media, together with leading partners in the creative economy, enables us to deliver new experiences to provoke, inform and entertain for the wider benefit of society.

**Culture and communication** - Dr Mark Jenner
Working on all periods from prehistory to the present and on places across the globe, York researchers explore every kind of cultural activity, product and practice from poetry to pollution, alongside every aspect of communications from syntax to cyberspace. They are advancing and challenging how we understand the world, and developing new intellectual tools to make sense of human thought, human behaviour and our relation to the natural world.

**Environmental sustainability and resilience** - Prof Sue Hartley
Whether it is food scarcity and energy security, or climate change and pollution, our interdisciplinary research is providing the evidence base for policy makers to address the key global challenges facing ourselves and our planet, and so shape a more sustainable future for us all.

**Health and wellbeing** - Prof Karen Bloor
Our global reputation in biomedicine, health science, economics and the medical humanities is built on research excellence that begins with the fundamental understanding of health and disease in the past and the present, and progresses to evidence-based decision-making about future healthcare policies and therapies.

**Justice and equality** - Prof Kate Pickett
Fairness, inclusivity, equality, and welfare, are policy fields where our research sets the political agenda. These themes also define our values and approach to meeting the grand social challenges of our time at national and international level.

**Risk, evidence and decision making** - Prof John McDermid
Risk for the real world: in an increasingly complex world, our research is penetrating deep into how decisions on risk are made and how they are shaped by technological, social and cultural factors. By drawing on our understanding of these factors, we can provide government and industry with better risk models and help influence policies resulting in better-informed decision making.

**Technologies for the future** - Prof Thomas Krauss
Our researchers are developing novel technologies, processes and materials with the potential to transform the economic, environmental, and social landscape. From precision plasma manufacturing, to plants that can devour toxins, fundamental research is being rapidly translated into real world solutions.
The Research and Enterprise Directorate is the University department responsible for central management of the University's activities and strategy in research and knowledge exchange, and for providing comprehensive support to academic departments in their research and impact activities. With a team of 90 staff, its primary purpose is to mobilise the University's research and knowledge base in pursuit of excellence and financial sustainability, and to ensure that its research skills, knowledge and know-how benefit external users. In an environment of high competition for research funding and rapid change in funder expectations of Higher Education institutions, the Directorate leads operational change management in order to ensure that York remains competitive and successful in research and knowledge transfer.

The Directorate works closely with the Pro-Vice Chancellor for Research, Pro-Vice Chancellor for Partnerships and Knowledge Exchange, the Research Champions and the Associate Deans for Research to develop approaches to nurturing research and knowledge exchange capacity and winning external research funding, consistent with the University Strategy.

**Research and Enterprise objectives**

- To provide an environment for research that maximises research excellence and its social and economic impact, and promotes staff recruitment and retention
- To help academic departments increase the volume of their research and knowledge exchange income
- To manage efficiently the administration of grants and contracts
- To manage and assist the governance of University-level procedures around research and enterprise
- To manage the reporting and control framework to support all the University's research grant activities
- To develop income-generating relationships between the University and external partners including businesses
- To increase the volume and quality of the University's Continuing Professional Development offering
- To support the University's role in regional economic development
- To foster a culture of societal impact and enterprise amongst staff

**Services provided**

- Pre-award support for application development and submission
- Research and knowledge exchange related contract/agreement review, drafting and negotiation
- Financial administration of the University research grant and contract portfolio, including responsibility for claims
RESEARCH AND ENTERPRISE...CONTINUED

- Development and support for University-wide policies and systems for managing and reporting on research and knowledge exchange activities
- Training and guidance for academic and support staff and students involved with research and knowledge exchange
- Promoting and marketing the University’s research and knowledge exchange base and its technical facilities to external organisations
- Developing financially beneficial research links with public and private sector bodies
- Working with external partners to create sustainable enterprises through knowledge transfer, innovation and collaboration
- Protection and exploitation of the University’s intellectual property
- Acting as the University’s key point of contact with regional and national agencies involved in economic development
- Supporting the development and administration of Continuing Professional Development programmes for business, public and third sector employees
- Supporting the development of a Local Industrial Strategy
THE UNIVERSITY

Founded on principles of excellence, equality and opportunity for all, the University of York opened in 1963 with just 230 students. In 2018 it is the centre for almost 16,000 students across more than 30 academic departments and research centres. In over 50 years we have become one of the world’s leading universities and a member of the prestigious Russell Group.

The University has consistently been recognised as one of the leading Higher Education Institutes and is one of just six post-war universities which appear in the world top 100 (2013-14) and 16th in the Times & Sunday Times league table (2018). The University of York has won six Times Higher Education (THE) Awards and five Queen’s Anniversary Prizes.

We are proud of our association with Athena SWAN, holding ten awards in support of women in science, with gold awards for Chemistry and Biology as well as a University-wide bronze award.

Of 154 universities that took part in the Research Excellence Framework (REF) in 2014, The University of York ranked 14th overall and 10th on the impact of our research. The University is consistently in the top ten UK research universities and attracts over £60m a year of funding from research alone.

Our vision is to make the University of York a world leader in the creation of knowledge through fundamental and applied research, the sharing of knowledge by teaching students from varied backgrounds and the application of knowledge for the health, prosperity and well-being of people and society.
Attractive workplace

Centred around the picturesque village of Heslington on the edge of the city of York, our colleges are set in an attractive landscaped campus. With a compact and easy to get around design, York enjoys a safe, friendly atmosphere. The campus offers a wealth of facilities, which includes bars, shops, theatres and concert halls all within easy walking distance.

The University has undergone an unprecedented period of expansion and renewal. Since 2000 we have invested in twenty new buildings on the original campus and have completed the first and second phases of a £750m campus expansion. Our investment in new colleges, teaching and learning space, laboratories, research facilities and a new sports village mean there has never been a better time to join us.

During this period of change we've worked hard to retain our friendly, informal and collegiate atmosphere, which is important to our core values of inclusivity and interdisciplinarity.

We have a thriving international community and are committed to providing all staff moving to York with as much support as possible through our Relocation Package and Welcome Officers.

The University aims to offer a nurturing and supportive environment as an employer. Flexible working hours, nursery facilities, childcare vouchers, cycle to work scheme, generous holidays and an attractive pension scheme all make the University of York one of the region’s leading employers.

For further information please visit Rewards Extra
The City of York

Internationally acclaimed for its rich heritage and historic architecture, York’s bustling streets are filled with visitors from all over the world. Within its medieval walls you will find the iconic gothic Minster, Clifford’s Tower and the Shambles - just a few of the many attractions.

But York isn’t just a great place to visit - it’s also a great place to live and work. While nourishing a vibrant cosmopolitan atmosphere, York still maintains the friendly sense of community unique to a small city.

Visit [www.visityork.org](http://www.visityork.org) for more information on the city of York.

Shopping, culture and entertainment

York boasts specialist and unique boutiques but also all the high street stores on its busy shopping streets. Alongside them you will find cinemas, theatres, an opera house, art galleries, a vast range of restaurants, live music venues and clubs. York is particularly renowned for its multitude of pubs and bars, from the modern to the medieval.

Housing and schools

Whether you choose to live close to the city, in one of the surrounding villages or further afield, you will find a wide range of housing within comfortable distance of York and the University. For families, the area has a range of excellent schools both in the state and independent sector.

Great location

York is one of Britain’s best-connected cities. Halfway between London and Edinburgh on the East Coast mainline, on intercity trains you can reach London King’s Cross in less than two hours and Edinburgh in two and a half hours. York is also well served by road links, and it is easily accessible from the A1, M1 and the M62.

For those travelling from overseas, Manchester Airport is two hours away and Heathrow Airport just three and a half. Flights from nearby Leeds Bradford Airport provide easy access to mainland Europe. By Eurostar from London St Pancras, Paris is just over six hours away.

Yorkshire

The Lonely Planet guide recently declared Yorkshire the third best region in the world to visit. There is something to cater to every taste, whether it be the rugged landscapes of the Moors or the Dales, the picturesque seaside towns of Scarborough and Robin Hoods Bay, the gothic architecture of Whitby or the vibrancy of cosmopolitan Leeds.
Apply online

- Go to https://jobs.york.ac.uk
- Find this job using reference 6464
- Complete the online application form

You will need to submit your completed application by midnight (local UK time) on 2 April 2018.

What will I need?

We will ask you for details of:

- Your CV
- A letter describing how you meet the requirements of the job

You will also need details of 2 referees and one Employment referee.

Help and assistance

Direct any informal queries to Paul Ellison, Recruitment Advisor (paul.ellison@york.ac.uk)

If you have any questions about your application, contact the HR Services team:

recruitment@york.ac.uk
+44 (0)1904 324835