

## Applicant Brief

# Vice Principal - External Engagement Perth College UHI





## Foreword/Introduction from Margaret Cook

Thank you for showing an interest in the role of Vice Principal – External Engagement.

Perth College UHI is part of Scotland's newest University, the University of the Highlands and Islands and we deliver a wide curriculum in Perth and to students across the partnership from Senior Phase School pupils to Doctoral students.

We are fortunate to be based on a beautiful campus on the edge of Perth and we work closely with all of the partners within UHI.

I am looking to create a new management team and am looking for individuals who are open to taking the opportunities this unique scenario offers to them. Leadership skill is particularly important and experience of true partnership working is a key requirement. I am looking for people who can demonstrate the positive impact they have made within organisations throughout their career and can see how that can be translated into a positive impact for Perth College UHI. There is a need to change what we do but that needs to be balanced with the 'how' we do that as continuing to build a positive culture is central to how we operate.

I would be delighted to speak to you as part of the recruitment process if that would help you in making your decision about whether to apply for the role(s).

I look forward to receiving your application and hope to meet you as part of the process.



## About Perth College UHI

Perth College UHI is a successful, high performing, and thriving tertiary institution providing a wide range of learning opportunities to local, regional, national and international learners: from Access courses to opportunities for study at postgraduate level, encompassing vocational and professional training and skills development opportunities. Perth College UHI delivers courses at the main campus in Perth, at Learning Centres and in secondary schools across Perth and Kinross. We support work-based learning across a wide area, as well as contributing to the University's innovative and progressive use of technology, providing access to expertise and curriculum across the Highlands and Islands and beyond. Perth College UHI has its main campus in the city of Perth which is located within 50 miles of 90% of Scotland's population, in the fast growing local authority of Perth and Kinross. It is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond. Perth College UHI is one of the largest partners in the University of the Highlands and Islands (UHI), a unique tertiary institution and growing university.

Our Strategic Aims drive forward the Highlands and Islands Regional Outcome Agreement as well as ensuring full participation in Perth and Kinross Single Outcome Agreement measures and Community Planning priorities. The student profile of Perth College UHI has seen considerable growth over the past 4 years. Growth in higher education and especially degree provision has seen the balance of full-time students increase by 27.4%. In this same period, we have maintained our further education provision with a continued focus on part-time opportunities. Our broad curriculum base and more specialist curriculum, is closely linked to the needs of our communities and businesses, and the wider economy. As well as being informed by Perth and Kinross and wider Tayside employment and skills needs, our curriculum also directly supports the needs of the Highlands and Islands region. Our students come from within the region, from across Scotland and the UK, and with diverse international representation.



# Our curriculum is split into separate subject areas:

<b>Business, Management, Computing and Leisure</b>	<b>Creative and Cultural Industries</b>	<b>Science Technology, Engineering and Maths</b>	<b>Applied Life Sciences</b>
Business and Accounting	Creative Industries	Aeronautical and Aircraft Engineering	Built Environment and Science Technology Beauty Therapy
Computing	Music and Music Business	Air Service Training	Hairdressing
Management	Audio Engineering and Theatre Arts	Automotive Engineering	Early Years
Food Studies and Hospitality	Language School	Mechanical and Electrical Systems Engineering	Health and Social care
Sport and Fitness			Humanities and Social Sciences
			Social and Vocational Studies

## We offer a wide and varied curriculum and host a number of courses with unique features:

- MSc Managing Mountain Sustainable Development and MSc Interpretation: Management and Practice are the only such courses in Scotland
- The BA (Hons) Popular Music Performance was the first such course in Scotland
- BA Child and Youth Studies was the first fully on-line undergraduate programme to receive mainstream funding within the UK
- And the BEng (Hons) Aircraft Engineering allows our students to take advantage of our relationship with AST (Air Service Training), as they provide Civil Aviation Authority (CAA) training

We also have a Centre for Mountain Studies, established at Perth College UHI in August 2000, with the objective of creating a centre of excellence for work in mountain areas within the emerging University of the Highlands and Islands.

The UNESCO Chair in Sustainable Mountain Development, the first UNESCO Chair in Scotland, is based at the Centre. Its staff comprise an international group of scientists led by Professor Martin Price, who holds the UNESCO Chair and also shared the 2007 Nobel Peace Prize for his work with the Intergovernmental Panel on Climate Change.

Air Service Training Ltd (AST) is also a wholly owned subsidiary of Perth College UHI. AST is a world leader in the field of Aviation training and has been since 1931, making it arguably the longest-established organisation of its kind.

Since its formation, AST has had a long and successful history of providing engineering training for the world's airlines, maintenance organisations and military formations. Training engineers for one of the most demanding professions in the world requires a very special approach, and complete dedication to the highest safety standards. From its earliest beginnings, AST has focussed on the delivery of high-quality training ensuring the most stringent of safety standards.

In 2015 AST was awarded the highly prestigious Queens Award in the Category of International Trade.

# About UHI

The University of the Highlands and Islands was established in 2011 following the award of university title by the Privy Council and is the United Kingdom's leading integrated university encompassing both further and higher education.

We are not a traditional university. We are different. We are part of a new breed of tertiary institutions, the only one in Scotland and one of only a few in Europe. Based in the Highlands and Islands of Scotland, our distinctive partnership of 13 independent colleges and research institutions is locally based and rooted in communities, but with national and international reach, as part of a regional university structure. The academic structure of the university is built around two faculties: arts, humanities and business and science, health and engineering and a management school, which have three subject networks, each managing their curriculum.

Our reputation is built on our innovative approach to learning and our distinctive research and curriculum – all enriched by the people, natural environment, economy, culture and heritage of the Highlands and Islands and its communities. We have 40,000 students at the heart of our university partnership and we are measured by their success. Our curriculum portfolio across both further and higher education is designed to meet current and future local and regional needs and to attract other

students to the Highlands and Islands to study. We take a very flexible approach to the delivery of our programmes and deliver these across all our academic partners.

Our provision is designed for maximum flexibility for both individuals and business. We deliver workshops, short courses, accredited modules and programmes in a range of different subject areas. All of the learning opportunities are designed to help you develop skills, knowledge and confidence, helping support the growth and development your business at the same time. Our learning opportunities are often supported by technology, making them highly flexible, especially for busy professionals and busy organisations. Learning content is made available 24/7 and we have a virtual classroom tool to help provide opportunities for people to meet and discuss issues in real time, while minimising the personal and business inconvenience of extensive travel and time away from the office.

For business we can deliver in whatever way works best for the business, there is the potential for considerable variation between traditional delivery approaches and those supported by technology. Our aim is to take advantage of appropriate technology solutions to help ensure minimum disruption to business and individuals but also to provide a supportive learning environment that ensures that maximum value is gained by the individual and employer.



# Strategy

## Our Vision is...

To be an inspirational partner in economic and social transformation.

## Our Mission is...

To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed.

## Our Values are...

Ambition, Integrity and Respect. We are at the start of an exciting strategic process where we are about to engage staff in defining each of these values.

## Strategic Aims

- Inspire and empower our students, regardless of background, to recognise and achieve their potential
- Work in partnership to foster and drive positive change and growth in local, regional, national and international economies
- Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations
- Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes
- Have talented, confident and inspirational staff who contribute to and make a vital difference to the success of students, the life of the College, the University and our communities



# Facts and Figures

Under our Principal Margaret Cook, we have over 500 staff working on and off the campus, with 289 lecturers teaching more than 9000 full and part-time students.

The age profile of our students has widened in recent years, with 23% now aged 18 or under and 46% aged 31 or over. They come from 65 countries, with the top ten nationalities being: Scottish; elsewhere in the UK; Polish; Czech; Spanish; Bulgarian; Hungarian; Slovakian; Romanian; German and South African with 10% online learners. Our students are 71% FE and 29% HE (2015/16 intake) and 77% of our full time FE students continue on to education. Further facts and figures are contained in the factsheet.

We have an annual turnover of £26million and currently generate £154K in research income.

# Governance and Structure

## The Board of Management

The Perth College UHI Board of Management is charged with setting the strategic direction for the College.

The Chairman of the Board is Grant Myles and he leads a Board with an extremely diverse membership, the Board represents area business, government, education, art and advocacy organisations, as well as Perth College UHI staff and students.

The College's leadership is driven by the Board's vision for the organisation, an ambitious 10-year-plan that ensures we become a sector leader and that our customers and students are always at the heart of all we do.



# Senior Management Team

The current Senior Management Team, which the successful appointees will join is:

## **Dr Margaret Cook, Principal and Chief Executive**

Margaret has over 20 years' experience in the College and HE Sectors. Most recently she was Chair of Glasgow Colleges' Regional Board, having previously been a member of the Lanarkshire Board and Vice Chair on Cumbernauld College Board.

Margaret is an HR professional and was HR Director at Bell College, Heriot-Watt University and latterly Edinburgh Napier University.

## **Jackie Mackenzie, Chief Operating Officer**

Jackie is a Chartered Accountant and worked at Edinburgh Napier University for over five years, laterally as Director of Finance, Planning and Commercial Services. Prior to joining Napier, Jackie was Head of Financial Services at Forth Valley College. Jackie has also held a number of Finance Director posts in the private sector.



# About Our New Appointments

Perth College UHI is at the start of a unique and exciting transition and has two vacant SMT posts under a new SMT structure.

(See organisation chart below)

## Principal (Executive Support)

### Chief Operating Officer

- Finance
- Estates
- Procurement
- Payroll
- Human Resources/  
Organisational  
Development
- Health and Safety
- Equality and Diversity
- IT
- Planning
- Governance

### Depute Principal (Academic)

- Student Services
- Student Records
- Library
- Learning Centres
- Academic Practice
- Sector Development  
Directors
- Quality
- Learning Technology
- Research/Knowledge  
Transfer
- Curriculum Admin Team

### Vice Principal (External)

- Marketing and  
Communications
- Business Engagement
- Public Relations
- Campus Development
- International
- Commercial Development
- Development (Trust and  
Alumni)
- Community Engagement

## The rational for this structure is based on the following -

- To create a flatter structure
- To create a financially sustainable structure
- To ensure that all aspects of College work relates directly to a member of SMT
- To ensure that each substantial area of activity is headed up by a professional in that area/grouping of related areas

# Perth and Surrounding Area

Situated in the very heart of Scotland, Perth College UHI boasts a lively student campus in a thriving and dynamic city with a fascinating history as the first capital of Scotland and the seat of Scottish monarchs.

While recognising this rich cultural heritage, Perth is undergoing an exciting transformation, with a number of redevelopment projects designed to help Scotland's newest city flourish and in which Perth College UHI is playing an important role. Millions are being invested in refurbishing the historic theatre, extending the museum and creating a new visual arts attraction at City Hall. Gateway to the Highlands and Islands of Scotland, with a wealth of stunning scenery, Perth is ideally positioned, located just 90 minutes from 90% of Scotland's population. It is home to numerous restaurants, bars, shops, cafes and entertainment with an award-winning concert hall, theatre and vibrant cultural programmes.

There are also many Scottish castles, museums, monuments, historical sites and battlegrounds to visit, as well as National Parks and vast areas of unspoilt wilderness. Being such a beautiful area with a dramatic landscape, this region is fantastic for seeing wildland thrilling outdoor activities, with hill-walking, skiing, snowboarding, mountain biking, white-water rafting, horse-riding, golf, fishing, canoeing and climbing, amongst other adventurous opportunities, all on our doorstep and in some of the best scenery in the country.

For the fitness conscious we have our very own Academy of Sport and Wellbeing, as well as other gyms and leisure facilities across the area, a leisure pool, ice rink and even our local Scottish Premier League football teams St. Johnstone FC, based just up the road at McDiarmid Park.



# Job Description

## Purpose of Post

The Vice Principal – External Engagement is responsible for providing strategic leadership and vision to all external facing departments of Perth College UHI. As a member of the Senior Management Team (SMT), the Vice Principal – External must work closely with their colleagues to ensure all activities promote and enhance the image and reputation of Perth College UHI.

The post holder is also required to work closely with colleagues in partner institutions and with external partners, in line with strategic objectives, to the benefit of Perth College UHI.

The post holder is also responsible for leading the development and maintenance of external facing strategic partnerships (both international and home based) and is ultimately responsible for the benefits realisation of such partnerships.

## Context

This post is responsible for the following activities:

- Marketing, Communications and Student Recruitment
- Business Engagement
- PR
- Campus Development
- International
- Commercial Development
- Trust and Alumni Development





**The post holder will be a member of the Senior Management Team (SMT) and as such will to be required to work to the undernoted brief, which applies to all SMT members;**

- To provide inspirational leadership and strategic direction for the College
- To work closely with the Board of Management to develop and deliver the College strategy
- To role model exceptionally high standards of corporate behaviour consistently demonstrating our commitment to our students
- To communicate clearly and effectively both internally and externally
- To develop and maintain an positive corporate culture based on shared vision, values and principles
- To work effectively with our partners
- To deliver against all internal and external measures eg ROA, financial targets etc

**Key Activities**

- To support the Principal and Chief Executive in the management and leadership of the College
- Work with members of SMT to develop and deliver the College's strategic plan and associated objectives
- Lead key strategic projects in conjunction with external partners and stakeholders ensuring the delivery of the required outcomes
- Establish Perth College UHI as a key destination point for UK and international partners and manage their engagement to ensure that Perth College UHI is a destination point for stakeholders and students alike
- Provide leadership and strategic direction to the broad range of reporting services to ensure all work undertaken is in line with the agreed strategic direction

- Represent Perth College UHI's interests locally, regionally and nationally
- Identify and lead positive and effective change management programmes within service areas when required
- Provide advice to SMT and the Board of Management on complex strategy, policy and political issues
- Contribute to, prepare and present papers to appropriate college, UHI and external committees/meetings as and when required
- Represent Perth College UHI in relation to strategic UHI projects ensuring Perth College's views are represented across the UHI partners
- Work in partnership with all stakeholders such as UHI partners, SFC, SDS, UCAS, Perth & Kinross Council, Education Scotland, QAA and employers groups
- Generate additional income within the UK and international markets in line with strategic priorities
- Responsible for the branding and positioning of the college ensuring it is representative of the college's values and culture
- Implement marketing and market research strategies which have a positive impact on staff and student recruitment and the college brand
- Develop an Alumni and Trust strategy that allows the college to increase its support from its alumni
- Provide strategic direction in relation to the specific digital marketing strategies of target markets
- Provide strategic direction and undertake a review of internal communications activities, taking a multi-channel approach
- Develop a strategic approach to major gift management (UK and international) and fundraising campaign management
- Develop and implement a commercial strategy ensuring maximum income to Perth College UHI
- Work closely with commercial entities and provide professional expertise to ensure they are utilising appropriate marketing and communication strategies to ensure successful business operating models

# Person Specification

## Essential

### Experience

Experience of a role at an equivalent level (SMT/Executive/Board member) in a complex organisation.

Experience of managing a diverse customer focussed portfolio of services, including expertise out-with your area of expertise

Experience of successful strategic planning and implementation as a senior manager

Experience of significant budget management and delivering value for money and ROI

Experience of preparing reports and applications for funding

Experience of significant fundraising and of managing alumni activities including major gift donations

Significant experience of the legislative and regulatory frameworks governing the departments covered by this role and also HE and FE.

Experience of successfully negotiating international contracts and maintaining these relationships on a long term basis.

Significant experience of successfully devising and implementing a strategic approach to digital activity

and content-rich channels for a large public-facing organisation

Successful experience of planning for and achieving major gifts

Experience of utilising digital technologies to enhance service provision and garner new business

Experience of working with international partners from various cultures and the ability to adapt your approach appropriately.

Track record of developing new partnerships

## Desirable

Experience of working on continuous improvement initiatives e.g. lean

Experienced in undertaking community based activities

Experience of planning and leading on organisational change.

Experience in an education organisation, preferable the HE/FE sector



## Essential

### Qualifications and Training

Educated to Masters level or equivalent in a relevant discipline

Evidence of continued professional development

Recognised management qualification

Relevant registration of a professional body with level of membership reflecting experience in a senior management role.

### Knowledge

Understanding of current and upcoming legislative and regulatory frameworks

Professional knowledge of best practise.

### Skills and Abilities

High levels of strategic thinking

Able to maintain an organisational overview and take a holistic approach

Commitment to Perth College UHI and UHI's values

Ability to communicate effectively at all levels of the organisation

Manage a diverse workload to tight timescales

Understanding of cultural etiquette and the ability to approach this with tact and diplomacy.

Good analytical skills in the area of management information and the use of numerical data and an ability to narrate data

### Other Requirements

The post holder will be required to work flexibly and weekend and evening work will be required.

The post holder will be required to travel, both across the UK and internationally as part of this role.

## Desirable

Experience in range of fundraising and communication campaigns

Knowledge and understanding of appropriate IT systems e.g. Raisers Edge

Self-servicing in the use of IT

# Terms and Conditions

These are the general terms and conditions for management staff.

## Hours of Work

Working time is that reasonably required to fulfil the duties of the post. Perth College UHI standard working hours are 8.45am to 4.45pm, Monday to Friday inclusive. Posts at management level are required to undertake some evening and weekend work.

## Remuneration

The starting salary will be determined according to the knowledge, skills and competencies of the successful candidate. Pay will be reviewed not less than once per annum by the Principal or by person or persons appointed or nominated by the Principal or the College.

## Holidays

You will be entitled to receive 29 days holiday in each holiday year (being the period from 1st October to 30th September). The College closes for a further 14 days which comprises public and fixed days and are taken at times specified by the College. These public and fixed holidays are in addition to your annual holiday entitlement.

## Pensions

Unless you state otherwise, you will be automatically enrolled into the Local Government Pension Scheme (LGPS), from the start of your employment. Full details of the LGPS scheme are available from <http://www.taysidepensionfund.org/tayside-pension-fund/>

## **Occupational sick pay scheme**

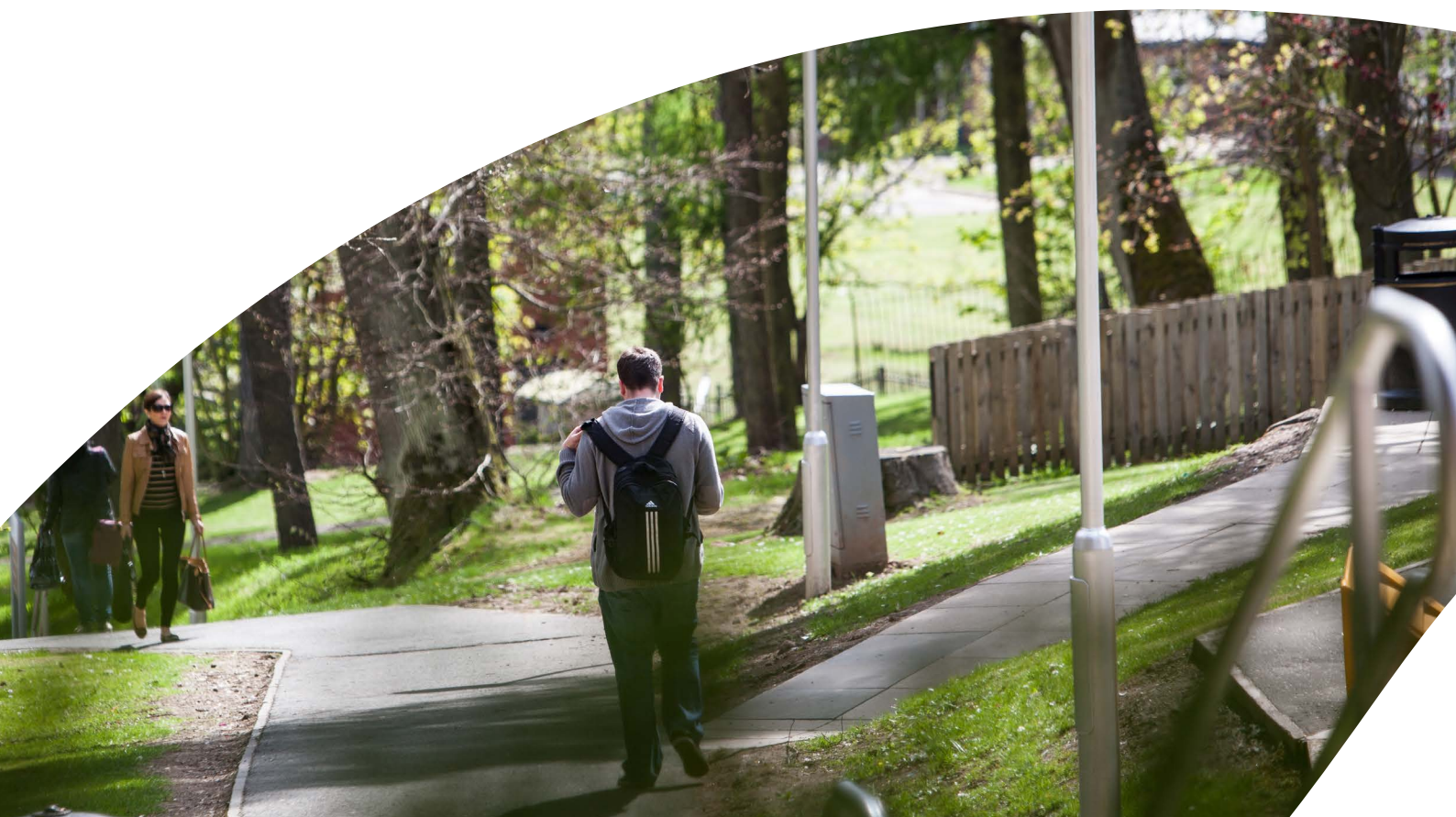
There is an occupational sick pay scheme where the period of entitlement to paid sick leave is based on the length of continuous service. After five years' service, an employee is eligible for six months 'full pay' and six months 'half pay'.

## **Work/life balance policies**

There is a range of policies designed to support staff to balance work and home life and deal with personal responsibilities, as well as some of life's major events. These include Adoption Leave, Compassionate Leave - Bereavement, Family Leave - Children and Dependents, Flexible Working, Foster Care Leave, Job share/ Part-time Working, Maternity Leave, Parental Leave and Paternity/ Maternity Support Leave.

## **Relocation expenses**

The college will meet reasonable relocation expenses incurred by newly appointed members of staff in moving to Perth to take up their appointments. The reimbursement is subject to a maximum of £5000 and providing claims are supported by valid receipts, vouchers or other evidence of payment. If relocation expenses are paid, and the member of staff leaves within twelve months of the date on which you submitted your last claim, the college will require repayment of any such relocation expenses and will be automatically deducted from the final salary payment.





# Application Information

Perth College UHI will be supported in this appointment by the executive search firm Dixon Walter. Dixon Walter will support the appointing panel in identifying the widest possible field of qualified candidates and assisting in the assessment of candidates against the requirements for the role.

Questions can be directed to Alan Walter via [alan@dixonwalter.co.uk](mailto:alan@dixonwalter.co.uk) or Tel 0131 202 1000. Further information can be found at [www.dixonwalter.co.uk/vacancies/uhiperth](http://www.dixonwalter.co.uk/vacancies/uhiperth)

Applications should consist of a full CV detailing academic and professional qualifications, full employment history and experience as well as the names and contact details of two referees.

This should be accompanied by a covering letter addressing the job description and person specification and detail what you believe you can bring to the role.

**The closing date for applications is noon on Friday 22 December.**

Preliminary interviews with Dixon Walter Ltd will take place early in the new year.

