



Job Information Pack

Vice-Chancellor and Chief Executive

Introduction

Message from the Chair of the Board of Governors

Dear Candidate,

Thank you for taking the time, and your interest, in becoming the next Vice-Chancellor at Plymouth Marjon University. This is a crucial appointment for the University in its journey; building both on the legacy provided by Professor Rob Warner and addressing the challenges, particularly those driven by external factors, in a post Covid world.

Our Founders James Kay-Shuttleworth and Derwent Coleridge, in the 1840s, were both driven by their strong principles of social justice and first-hand experiences of poverty and social inequality to establish a means for everyone to access high quality education regardless of background. They saw education as key to providing a pathway out of poverty and towards opportunity and achievement for all. That history established by those colleges in Battersea and Chelsea, later amalgamating in 1923 and coming to Plymouth in 1973, manifest themselves in our staff-developed core values of Humanity, Ambition, Curiosity and Independence that run through the University today. We pride ourselves on being a supportive community providing life-changing experiences for our students.

Marjon has already undergone considerable transformation in our academic programmes and our financial position but as always there is more to do; we cannot stand still. You come to a university on the rise, having just risen 33 places to 80th in The Sunday Times and Times Good University Guide. Marjon also regularly achieves firsts in England and is currently first for student satisfaction (Complete University Guide 2023) and first for Social Inclusion (The Times and Sunday Times Good University Guide 2023). We are ambitious and determined to grow our numbers, regionally, nationally and internationally; to rapidly expand our health programmes; to develop our research portfolio based on our first REF results and gaining Research Awarding Powers; and to develop our infrastructure, student accommodation and decarbonisation programme whilst remaining financially robust.

If you want to lead the University through the challenges ahead, then I very much look forward to hearing from you.

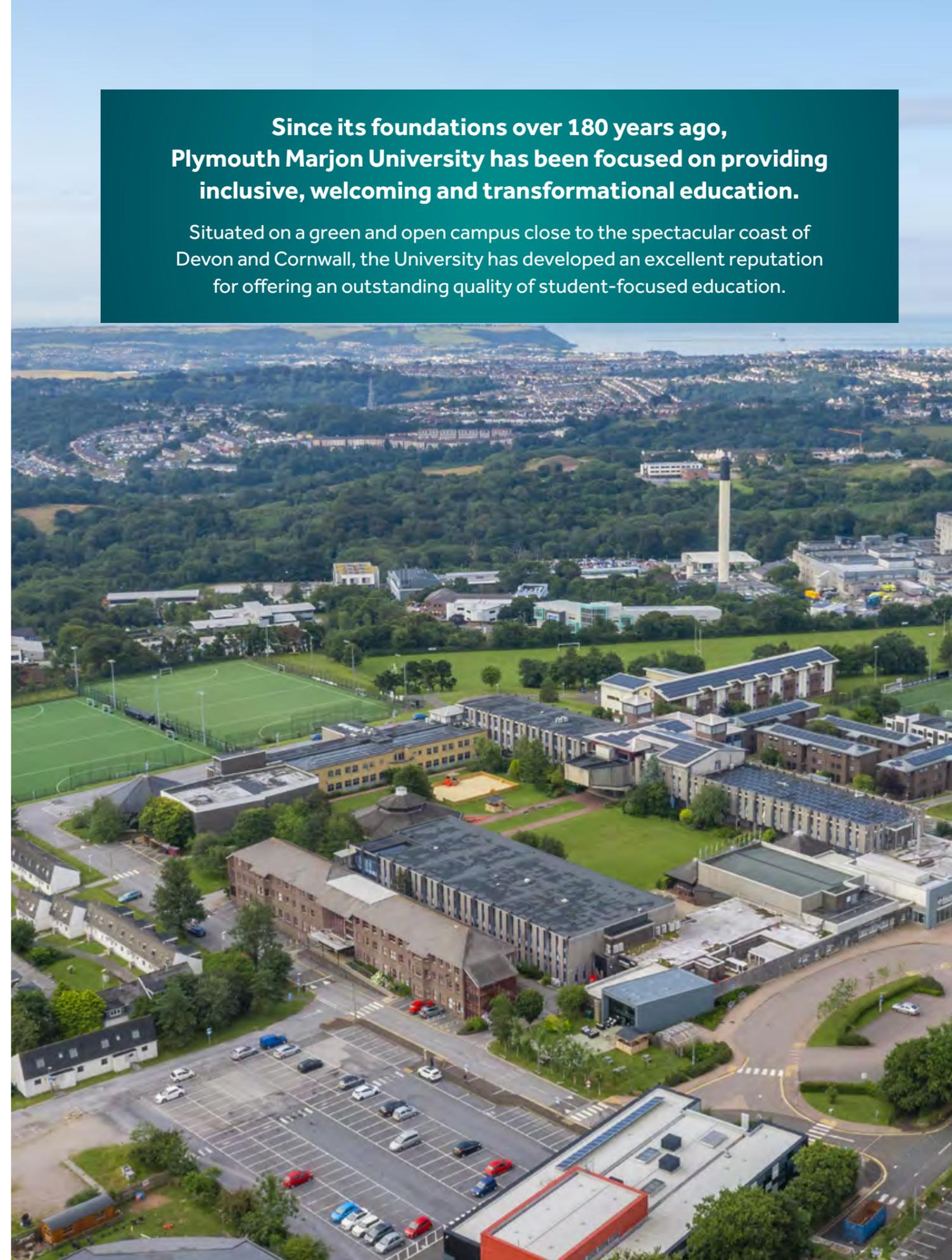
Yours sincerely,

Graham Raikes

Chair of the Board of Governors

Since its foundations over 180 years ago, Plymouth Marjon University has been focused on providing inclusive, welcoming and transformational education.

Situated on a green and open campus close to the spectacular coast of Devon and Cornwall, the University has developed an excellent reputation for offering an outstanding quality of student-focused education.



The Role

The University is seeking a committed, talented and visionary Vice-Chancellor for the next phase of its development.

The Governors are keen to appoint a candidate who will enhance the University's many longstanding strengths, as well as bringing a set of skills to meet future challenges and opportunities. Candidates may have extensive experience or be keen to demonstrate their potential in a more senior position. The full job description is at the back of this pack.

The role will suit someone who:

- Champions the core Marjon purpose of providing the highest quality education for all those who can benefit from it, recognising the rich history and opportunity of that purpose.
- Is values-driven in the way they approach work, showing respect and appreciation for others.
- Champions values in a working environment to ensure all staff and students interact in a respectful way.
- Is student-centred and models excellent student engagement personally and strategically.
- Is able to work with a variety of people, and actively encourages diversity of thought.
- Promotes a cohesive, ambitious and inclusive culture; across professional services and academics; across staff, students, and the wider community; across teaching and research, and across the whole portfolio of provision.
- Creates an environment in which great things can be achieved, enabling and encouraging others to develop and use their expertise.

Essential skills

- Proven leadership credentials in a relevant setting, able to develop a compelling, inspirational but achievable vision for the future of Marjon, with students at its heart.
- Politically and commercially savvy: able to lobby, negotiate and create partnerships across local, national and international lines which ensure Marjon continues to be a questioning and pioneering institution and a key civic player.
- An accomplished strategic thinker and planner; someone curious, pragmatic and positive in their approach, with a track record of achieving successful change, able to demonstrate the ability to complete successful transformation with positive outcomes
- A skilled communicator, with a demonstrable track record of listening and inspiring others, who enjoys engaging both with champions of Marjon and those more reticent to change views.
- Authentic and sincere, someone who will celebrate Marjon's mission and values, able to trust in and to gain the trust of the Marjon team, committed to diversity, inclusion and access.
- Resilient, able to be decisive and maintain the support of key stakeholders in all conditions.
- Collaborative, able to support and empower staff and students to deliver.
- Innovative and ambitious, with an appetite to inspire the development of critical initiatives aligned to the current and future global environment, including digitalisation and pioneering programme development.
- Financial acumen and commercial insight, able to balance and manage risk including legal and regulatory compliance, reputation, finances and student experience, working closely and effectively with the Chair and Board.

Priorities for the 2020s

In the next decade, the University goals include to:

- Continue the journey from Research Excellence Framework to Research Degree Awarding Powers, QR investment and building knowledge exchange.
- Navigate the development of extensive new health programmes with the NHS, including apprenticeships.
- Redevelop significant parts of the campus, including replacing onsite accommodation.
- Achieve net zero carbon.
- Deliver an increase in student numbers and significant growth in health education programmes, at the same time as maintaining student satisfaction and staff wellbeing.
- Manage a balanced budget in an era of rising costs and fixed tuition fees, including funding future initiatives and funding substantial campus and digital developments.

Our Values

The University's Values are an expression of beliefs and attitudes which are felt across the breadth of the Marjon community. They reflect why many staff choose to work at Marjon, why many students choose to study there, and even why many partners choose to work with the University.

They are inspired by its Anglican heritage and by its ambitions for the future, encouraging both the ability and the aspiration to improve lives for all.

Humanity

We are student-centred, making a difference to individuals and society.
We create human connections and community.

Ambition

We achieve more through working together and sharing our achievements.
We empower people to be the best they can be.

Curiosity

We push boundaries and enjoy searching for a better way.
We encourage potential and possibility.

Independence

We nurture self-belief, independence and wellbeing.
We encourage diverse views and independent thought.



Staff survey April 2022

96%

I understand the
University's values

89%

I am able to identify with
the University's values



What makes Marjon different?

Whilst the world is ever-changing, Marjon holds some long-standing strengths.

Marjon students: for 180 years the University has welcomed a wide variety of students, and has been pioneering in encouraging students who traditionally have been less likely to go to university. Compared to other universities, Marjon tends to have a larger proportion of students who are mature, who are disabled or who come from postal sectors in which fewer students go to university. The University is very proud of this diversity and its heritage of widening participation. Marjon is currently ranked Number 1 University for Social Inclusion in The Times and Sunday Times Good University Guide 2023.

Warmth and humanity: Marjon cares about how things are achieved, not just what is achieved. The team aspires for all their actions and decisions to improve individual lives and they consider students in all they do. This is part of their way of working and as a result, when people interact with Marjon they feel warmly welcomed, listened to and recognised. Marjon appreciates each individual for what they bring and offers a genuinely safe space where confidence can grow and people feel at home.

Collaborative culture: Marjon believes that everyone in its community has valid experiences, good ideas and the ability to make a difference. It aims to reduce hierarchy, breaking down barriers to enable all staff and students not only to share their ideas but to help to deliver them. The goal is that everyone at Marjon feels empowered to make decisions and come to conclusions collaboratively. As a small university, a key strength is lack of bureaucracy and speed of decision-making.

Personalised teaching: Marjon represents an exceptional teaching experience. Staff get to know their students well, understanding their strengths and supporting them with development areas. Small class sizes enable dialogic, challenging teaching in which every student can achieve their best work. Professional Services staff also work closely with students, building their skills and confidence and helping them to thrive. Students are supported through well-tailored placements and work experiences, with academics able to consider the aspirations of each student and make personal recommendations. And the classroom environments, equipment and facilities are reflective of future professional working environments, meaning students can build their career confidence.

Plymouth Marjon University works hard to put students first, to ask for feedback and to act on it. The University therefore enjoys a growing reputation around student satisfaction, support and community, and consistently scores in the top universities in England on satisfaction measures:

.....
No 1 in England for student satisfaction
(Complete University Guide 2023)
.....

.....
No 5 in UK for University of the Year
(What Uni Student Choice Awards)
.....

.....
No 1 in England for social inclusion
(Good University Guide 2023)
.....

.....
No 6 in UK for Lecturers and Teaching Quality
(What Uni Student Choice Awards)
.....

.....
No 3 in England for learning community
(National Student Survey 2022)
.....

.....
Top 5 in UK for overall postgraduate study 2021 and 2020
(Postgraduate Taught Experience Survey, PTES)
.....

.....
No 3 in England for student voice
(National Student Survey 2022)
.....

.....
No 1 in UK for postgraduate assessment
(PTES 2021 and 2020)
.....

.....
No 3 in UK for student support
(WhatUni Student Choice Awards 2022)
.....

.....
No 1 in UK for postgraduate Education courses
(PTES 2021)
.....

.....
No 4 in UK for student life
(What Uni Student Choice Awards)
.....

.....
No 1 in UK for contact with staff (in person and virtual)
(PTES 2021)
.....

.....
No 4 in England for teaching on my course
(National Student Survey 2022 (and 2021))
.....

.....
No 5 in England for teaching quality
(Good University Guide 2023)
.....

.....
No 4 in UK for support for students
(PTES 2021)
.....

.....
No 8 in England for student experience
(Good University Guide 2023)
.....

.....
No 6 in UK for postgraduate teaching
(PTES 2021)
.....

A proud heritage

The University has a proud and respected heritage and is regularly ranked in the top universities in the country for student-focused measures such as student satisfaction, student life and teaching quality. With a burgeoning research reputation and fast-developing new programmes in health education, the University is at an exciting point in its development.



The University's distinguished history began in London with the foundation by the National Society of the constituent colleges of St John's, Battersea, in 1838 and St Mark's, Chelsea, in 1841.

The foundation of the colleges was both pioneering and revolutionary. The principals of each college, James Kay-Shuttleworth of St John's and Rev. Derwent Coleridge of St Mark's have been credited for developing the first national school system. At the time though, they caused some outrage amongst the political classes for acting on their firm belief that education should be available to all who could benefit from it. They insisted that teaching was a professional career which would benefit from thoughtful and thorough training, and they invited young men from the local workhouse to study amongst the first pupils.

At one point, upon hearing of complaints that the incredibly high standard of education was wasted on his pupils, Derwent Coleridge wrote a mock apology for the "inconvenient excellence" of his teaching.

Both founders were driven by their strong principles of social justice and their understanding of poverty and inequality, establishing a route for young people to access high quality education regardless of background or means. They saw education as key to providing a pathway out of poverty.

Today, widening participation and student opportunity remains a central mission of the University.

The two colleges, previously rivals, combined on the Chelsea site in 1923. By 1925 the term Marjonn was in active use, to refer to the students at the new college, as opposed to a 'Sinjun' or a 'Marksman'.

The College of St Mark and St John moved from London to Plymouth in 1973, driven by changes planned to the Chelsea site. Between 1991 and 2007 the College was accredited to run undergraduate and postgraduate programmes leading to degree awards from the University of Exeter. The institution became University College Plymouth St Mark & St John in 2007 with the award of Taught Degree Awarding Powers and in 2013 it was awarded full University title and became the University of St Mark & St John.

In 2017 the University was granted permission to use the name Plymouth Marjon University.

Whilst initially established with a focus on teacher training, and continuing to excel in this area, the University now offers a range of courses which includes broader education; sport; health; creative arts; journalism; social sciences; psychology and psychotherapies and business. It continues to be driven by a sense of social justice; determined to offer the benefits of higher education to all those who can benefit from it.



Our Provision



Health and Wellbeing

Dean of the School of Health and Wellbeing: Professor Saul Bloxham

Health education is the fastest growing curriculum area. Marjon has been training Speech and Language Therapists for over 30 years, giving the University an excellent local reputation and contacts within the NHS. The course is ranked second in England for Student Satisfaction in the Complete University Guide.

Building on this success, the University introduced degrees in Psychology in 2016; Osteopathic Medicine in 2017; Counselling and Psychotherapy in 2018; and a fully recruited Physiotherapy course starts in 2022. At the same time health postgraduate programmes have been developed, providing options for all undergraduate students to continue into further study with Marjon.

The development in the coming years will be substantial: a Nursing Associate foundation degree, and an Assistant Practitioner foundation degree will begin in 2023, with a plethora of other professional development courses designed and delivered for specific NHS requirements. Apprenticeship options will launch alongside many of these courses to support the NHS demand for current staff development. By 2026, it is expected that the Marjon campus will feel significantly transformed with large cohorts of health education students.

Education and Teacher Training

Dean of the School of Education and Marjon Teacher Education Partnership: Professor Gary Kinchin

The University has been a pioneer in teaching ever since its foundations and continues to excel in this area. Across a range of three year undergraduate BEd degrees and PGCE and School Direct courses, the University has close working relationships with hundreds of schools across the South West and in London. The University also offers broader education courses including Special Educational Needs and Disability, Outdoor Adventure Education and a long-running Youth and Community Work programme.

Continuing Professional Development for teachers and educators is a growing area, with Master's programmes offered on campus and from a base in Truro, designed to support teachers within the further peninsula to access around school hours. Faculty members have strong relationships with regional MATs and are influential across the sector.

In REF 2021, Plymouth Marjon University submitted to two units of assessment, including Education. Across these two units of assessment, 59% of the outputs were 3* or 4* and the remaining majority the targeted 2*.

Students rate Education programmes highly: within Education, Marjon is ranked 1st for student satisfaction in the South West and 5th in England, in the Complete University Guide 2022. Postgraduate students ranked Marjon first for Education courses in the Postgraduate Taught Experience Survey 2021.

Our Provision



Sport, Exercise and Rehabilitation

Director of Sport, Exercise and Rehabilitation: Caroline Westwood

The University has a proud sporting culture with over 500 of our students enrolled with Marjon Sports Federation and playing for Marjon sports teams. Our Sport & Health Centre welcomes hundreds of members of the local community each week for sports clubs, swimming lessons and gym classes.

This background enhances the environment in which the sport performance and development programmes run. Across courses such as Sport and Exercise Science, Physical Education, and Football Coaching and Development, students experience a broad range of both academic and industry expertise. The University has partnerships and works with many local and regional clubs, including partnering with the Football Association to host one of nine FA Women's High Performance Football Centres. Students frequently benefit from guest lectures and work experience through these links, preparing them for a career in sport after graduation. Within Sport Science, we are ranked 1st for student satisfaction in the South West and joint 8th in England, in the Complete University Guide 2022.

To enhance one of the largest undergraduate subject areas, the team have also developed multiple postgraduate options to enable graduates to continue their studies with us and to encourage further study amongst our many alumni.

In REF 2021, 98% of the research outputs for Sport & Exercise Sciences submitted were recognised as being of international quality, with 11% recognised as the very highest 4* rating: world-leading.



Arts, Humanities and Social Sciences

Dean of the School of Arts, Humanities and Social Sciences: Sarah McAdam

Courses within this area include performing arts and theatre, journalism, English, criminology and forensic science. For more vocational programmes, there is a focus on ensuring professional standards of equipment and working environments, such as within the large theatre, small black-box theatre and practice space, and The Workshop: home of Marjon Journalism courses on the BBC South West campus in Plymouth.

Marjon Arts Centre is fast becoming established as a leading alternative entertainment venue for Plymouth, attracting large audiences with a regular programme of professional live comedy, speakers and other performances, as well as being used regularly by both Marjon students and school-based or community groups.

Within the Comms and Media category, Marjon is ranked 1st for student satisfaction in the South West and 6th in England, in the Complete University Guide 2022. The same Guide ranks Marjon as third in England for Graduate Prospects – outcomes for the Drama, Dance and Cinematics category.

Growth Plan to 2025



The University's **Growth Plan Phase 2 – Marjon 2025** describes the trajectory of the University to 2025 across three core themes:

- **Proud to be Marjon**
- **Centred on Student Success**
- **Building a Vibrant Future**

Proud to be Marjon represents a deliberate shift to recognise, celebrate and further develop the strengths of the University: a proudly trailblazing heritage; consistently excellent results across people-based measures such as the National Student Survey and staff satisfaction; a strong and united community; a powerful moral purpose in offering values-driven and people-focused education and research; and an inspirational and exciting location.

Centred on Student Success considers how the University supports students through their degree, in their extra-curricular activities and after they have graduated. This theme considers how teaching standards are maintained, how every student is supported, how the campus is developed to provide professional and welcoming spaces, and how opportunities are developed across clubs and societies, global travel; placements and work experiences, working for the University, representing other students and volunteering. Finally this theme also covers employability skills and how these are developed throughout a student's time at Marjon.

Building a Vibrant Future focuses on new curricular developments; research and looking forward to applying for Research Degree Awarding Powers; development of the Marjon campus including the route to Net Zero and civic relationships.

Recent developments

The last year has seen some significant milestones.

Research

The Research Excellence Framework REF2021 results have been published, with 89% of Plymouth Marjon University's research internationally recognised in terms of originality, significance, and rigour. 55% of research is rated in the highest scoring 3* or 4* categories, as internationally excellent. 100% of Marjon's research was rated as nationally recognised.

The University submitted to two units of assessment: UoA23 Education and UoA 24 Sport and Exercise Sciences, Leisure and Tourism. Across these two units of assessment, 59% of the outputs were 3* or 4* and the remaining majority the targeted 2*.

Marjon's research culture continues to go from strength to strength, with the Postgraduate Research Experience Survey 2022 scoring 100% on satisfaction, 100% for supervision, and significantly above benchmarks in six categories.

The next milestone in this journey is applying for Research Degree Awarding Powers in 2024.

MarjonZero

A major campus project began in September 2021 to install ground source heat pumps across campus. The project included drilling almost 100 boreholes and installing new heating systems within all student houses in the Student Village. The project follows on from a 2020 project in which solar panels, LED lights and a new Building Management System were installed. Together these two projects are expected to reduce campus CO2 emissions by 60% from a 2019 baseline.

The two projects form part of Marjon's commitment to reach net zero carbon by 2030.



Campus Development Plan

Building new halls to replace the oldest halls on campus is the most complex project on the campus development plan and in the last few months has made significant progress. Designs have been drawn up and locations have been explored and costed.

The next 12 months will see significant activity on this in order to secure finances and contractors, submit planning permission, and keep students and staff engaged.

Studio School

The University has exchanged contracts to buy the former Plymouth Studio School on the campus site, after negotiations with the Department for Education.

The building will be developed into a professional development centre during the course of 2022-23.

Governance

The Board of Governors, comprising independent, staff and student governors and the Vice-Chancellor, plays a central role in the strategic development and overall performance of the University; primarily educational and financial.

It has ultimate responsibility for defining the institution's mission, educational and research character, future direction, and for overseeing progress against the University's strategic plan – raising aspirations, empowering people and transforming lives.

The Chair of the Board, with substantial experience of strategic leadership in the Higher Education sector, engages and supports the University's Vice-Chancellor. The Board operates through Board meetings and through a number of standing, and ad hoc, committees to ensure the necessary degree of support, challenge and oversight.

As the Chief Executive of the University, the Vice-Chancellor, reporting to the Chair of the Board, is a member of the Board of Governors and is responsible for the executive management of the institution, through the Senior Management Team, and for advising the Board on its strategic direction.

The other members of the Board include individuals with a wide variety of backgrounds appointed on the basis of their understanding and commitment to the vision and values of the University, and enthusiasm about its development. Their insights and experiences and the independent and constructive advice that they can offer are invaluable.

[Further information on the Board](#)

Senior Management Team structure



Professor Michelle Jones
Deputy Vice-Chancellor

- Research and Knowledge Exchange
- REF and RDAP
- Estates and facilities



Professor Ian Luke
Deputy Vice-Chancellor,
Academic

- Academic Schools and Services
- International Office
- Digital Pedagogy and Innovation
- Sport & Health Centre



Simon Arthurs
COO and Finance Director

- Finance and Procurement
- Commercial, including Accommodation and Food, Beverage and Retail
- Health and Safety and Insurance
- Digital Architecture



Lucy Pengelly
Director of People and Organisational Change

- Recruitment
- Training and development
- People operations
- Organisational change
- Culture and values



Stephen Plant
University Secretary and Registrar

- University Governance
- Legal and Compliance
- Quality Assurance and Standards
- Information and Regulatory Planning
- Registry and Admissions



Katy Willis
Pro Vice-Chancellor,
Student Success

- Marketing and Student Recruitment
- Student Wellbeing and Support
- Employability
- Library
- Welcome Team

Job Description

Strategic vision, mission and values

1. Lead in mission and direction, by word and example, in the fulfilment of the University's strategic plans and vision.
2. Ensure that the strategic plans and vision of the University are reflected in appropriate operational planning and delivery.
3. Promote an inspirational vision of the role of Higher Education and of the place of Marjon within it, with the student at its centre.
4. In a spirit of partnership engage with, advise and support the Governing Body, particularly its Chair, in the exercise of their responsibilities including determining the strategic direction of the institution.
5. Uphold the heritage and identity of the University and promote its values, both internally in relation to the Marjon community and externally, in relation to the delivery of education locally, nationally and internationally.
6. Sustain and develop the role of the University in enhancing social justice, particularly in relation to the opportunity for the widest range of people possible to access higher education irrespective of family background or economic circumstances.
7. Support dialogue and engagement with people of all faiths and none.
8. Understand, value and support the Anglican tradition that underpins the foundations of the University.

Leadership and management

9. Determine the University's academic activities in consultation with Academic Board and ensure that strategies are in place to promote excellence in teaching and learning, and research and scholarship.
10. Lead the academic life of the University, including leadership in curriculum development, research, academic enterprise, digitalisation and income generation.
11. Ensure the effective organisation, direction and leadership of the University, supporting, motivating and inspiring staff to maximise their performance.
12. Manage and inspire the Senior Management Team (SMT) to ensure both its performance and its on-going development as an effective and pro-active leadership team.
13. Foster and maintain a culture that attracts, retains and motivates top quality people.
14. Maintain strategic oversight of administrative and support departments of the University, ensuring the effectiveness of all activities that enhance the quality of the student experience.

Behaviours

15. Undertake the duties of the post in a manner which offers a personal model of integrity and collegiality, sustaining good relationships with immediate colleagues, other staff, students and community contacts.
16. Ensure diversity, inclusion and access is embedded in all that the University undertakes on a day-to-day basis, and appropriate support is provided for the wellbeing and mental health of staff and students.

Financial Management & Governance

17. Operate in accordance with both University and external financial regulations.
18. Ensure the effective and efficient deployment of existing resources, develop new income sources, and nurture relationships with key donors and alumni to support key strategic objectives.
19. Exercise leadership in budget setting and financial management, taking overall responsibility (as far as delegated by the Governing Body) for the financial security of the University and ensuring that expenditure is controlled in line with the annual budget as approved by the Governing Body.
20. Monitor and ensure the ongoing financial health of the University to secure sustainability.
21. Exercise responsibility for securing funding streams of all sorts, including fees, grants, business income and donations.
22. Carry out the statutory responsibilities of the head of institution including those specific to the Higher Education sector as set by the Office for Students.
23. Balance and manage risk including legal and regulatory compliance, reputation, finances and student experience, working closely with the Chair and Board.

External Relations

24. Develop and maintain effective strategic relationships with statutory bodies, government, and other relevant local, national and international organisations.
25. Stay close to regulatory bodies such as OfS and national representative bodies such as the Cathedrals Group.
26. Engage with appropriate academic communities outside the University in the furtherance of curriculum development, research, digitalisation and academic enterprise e.g. UKRI, RCUK, NHS.
27. Participate in civic, community, national and faith institutions and events in a manner and to an extent which appropriately balances the needs of the University with those of the wider community and supports institutional advancement and fundraising activity.
28. Maintain, build and develop an extensive network of relationships and contacts with key organisations and individuals that enable the University to enhance its influence, impact, market position and reputation.
29. Ensure that the University is a key player in Plymouth life and in the region.

Responsible to: Chair of the Governing Body

Accountable to: Governing Body, through its Chair on a day-to-day basis.

How to Apply

Candidates should apply for this role through our retained advisors Networked at:

www.networkedpeople.com/marjon-vice-chancellor

The deadline for receipt of applications is midnight on Monday 31st October 2022.

Interviews will take place on Monday 12th and Tuesday 13th December 2022 in Plymouth.

Please send applications to:

marjonvc@networkedpeople.com

Applications must include a full CV and a letter of application of no longer than two pages setting out your interest in the role given the attributes being sought (page 3) and details of how your knowledge, skills and experience match the essential skills required (page 4). Informal questions regarding the post should be directed to Hamish Laing at Networked via:

hamish.laing@networkedpeople.com or
+44 (0)7861 329463.

