



Position Specification

University College London (UCL)
Vice President (Operations)



Foreword

Thank you for your interest in the role of Vice President (Operations) at University College London. UCL is a radically different university. Founded in 1826, UCL was the first university in England to welcome students of any religion and the first to welcome women on equal terms with men. Ranked second in the UK for research power, UCL's progressive and interdisciplinary approach influences progress on a global scale.

This is an exciting moment in the history of UCL. Maintaining the trajectory established by UCL 2034, the first step on this exciting journey is the launch of our Strategic Plan 2022-2027. Developed through a dynamic and inspiring year of consultation involving students, staff, alumni and partners, the strategic plan reflects the extraordinary place that is UCL while also committing to the fact that we can push further.

Against a backdrop of rising inflation, financial uncertainty and geopolitical insatiability, there has never been a more important time for an organisation like UCL, filled with people with a hunger for excellence and strong creative drive.

The Vice President (Operations) position is a critical leadership role within this remarkable community. Rethinking our ways of working is vital to support this mission, and therefore leading change and transformation will be a critical element of this role. At the heart of UCL are UCL's extraordinary people and this change must bring these people together, towards a better working and learning environment for all.

All of the services currently within the VP (Operations) portfolio are crucial enablers of the new Strategic Plan and have been working creativity and with great agility to lay the groundwork for our activities over the coming years to make UCL a place that works better and is easier to navigate for all staff and students. Thanks to their efforts, we have already seen some big steps forward. This role will guide and lead this tremendous team, ensuring the alignment of central teams and professional services in faculties to deliver an effective service to support and power UCL's mission.

If you feel you have the drive, ambition, expertise and passion for supporting our remarkable mission and community, I look forward to receiving your application.

About UCL

UCL is a radically different university. Founded in 1826 in the heart of London, we were the first university in England to welcome students of any religion and the first to welcome women on equal terms with men. Operating in a global context, today UCL has over 48,000 students and 15,000 staff and is one of the world's top 10 universities. We champion innovation, creativity and cross-disciplinary working in our teaching and research.

Primarily based in Bloomsbury, with a recently opened campus at Queen Elizabeth Olympic Park, the University has 11 faculties that work together across disciplines to solve the world's biggest problems. We have made cross-disciplinary research a priority and orientate our research around six "Grand Challenges", Global Health, Sustainable Cities, Cultural Understanding, Human Wellbeing, Justice & Equality and Transformative Technology.



UCL 2034

[UCL 2034](#), launched in 2014, sets out our distinctive approach to research, education and innovation which will further inspire our community of staff, students and partners to transform how the world is understood, how knowledge is created and shared and the way that global problems are solved. The founding principles of academic excellence and research aimed at addressing real-world problems continue to inform our ethos to this day and are reflected in UCL 2034.

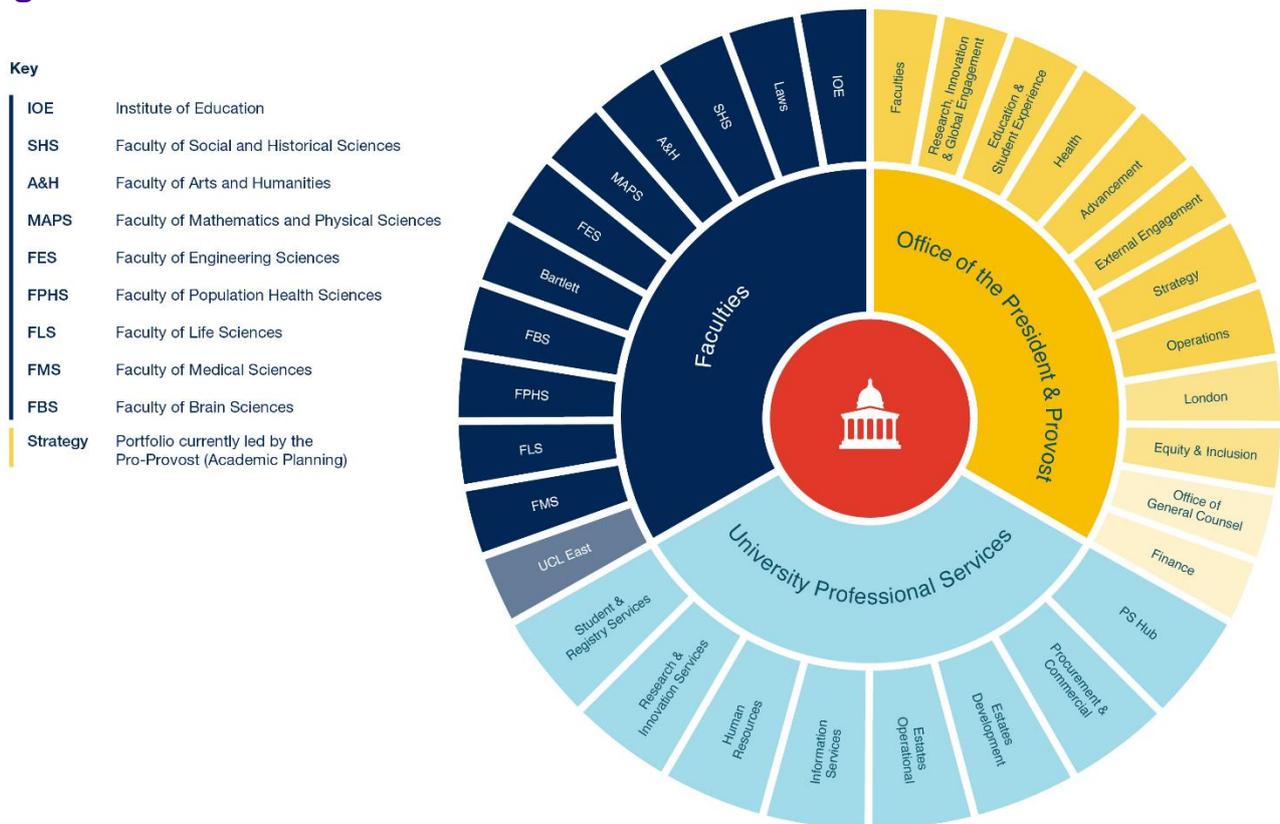
While UCL 2034 remains our framework, much has changed since its launch and over the last year we have undertaken a strategy refresh. Our [Strategic Plan 2022-2027](#) seeks to reflect the current context in which the university is operating whilst consolidating and building on our strengths and successes, and advancing our distinctive approach.



The Role

Working directly with the President & Provost as a core member of the senior leadership team, the Vice President (Operations) will be accountable for the institutional leadership of a large Professional Services (PS) portfolio with total budget responsibility of £300+ million per annum. The scope of the role covers our estates and infrastructure; our digital services; our research and student administration and technical services, and our central administration team. They will also oversee the alignment of central teams and professional services colleagues in faculties. The post holder will ensure that UCL operations are aligned to deliver an effective service in support of our academic mission and will lead the delivery of the programme of change and service transformation set out in our Strategic Plan 2022-27.

Organisational Structure



The Vice President (Operations) provides leadership to and is responsible for the work of the following services and teams:

- Information Services
- Commercial & Procurement
- Biological Services
- Student & Registry Services
- Research & Innovation Services
- the Professional Services Hub
- Campus Experience & Infrastructure
- Estates Development
- UCL East Operations
- Faculty Operations

This is a Grade 10 role, in the Office of the President & Provost, located at the Bloomsbury Campus in London.

Duties and Responsibilities

Leadership

1. Provide institutional leadership of an excellent and integrated student and staff experience, ensuring that all operations, systems and services are fit for purpose.
2. Demonstrate the ability to engage meaningfully with the UCL community to establish deep understanding and dynamic working relationships with stakeholders to drive improvements, including through engagement with the university's Council.
3. Provide direction, leadership and development support for VP Operations Directors, ensuring that high performing teams operate services that are:
 - a. designed to enable our shared academic mission and strategic priorities
 - b. delivered in line with UCL's vision and values
 - c. operate in an efficient and cost-effective way, within agreed budgets and delivering clear value for money
 - d. measured and developed in response to by user needs and feedback.

Strategy

4. Provide institutional leadership for the 'Enabling Our Academic Mission' strand of UCL's Strategic Plan 2022-27, ensuring that the VP Operations portfolio is structured and resourced to deliver commitments on time and within budget.
5. Work in collaboration with the Chief Finance Officer to enable the delivery of the Financial Strategy and financial sustainability objectives.

Delivery

6. Ensure plans are in place to enable the successful delivery of a complex programme of continuous service improvement, enhanced governance, improved transparency and greater efficiency for operations. Key objectives include:
 - a. Lead student experience transformation priorities, including the review of UCL's framework for student admission
 - b. Ensure the successful implementation of an improved approach to timetabling in collaboration with Deans and departments
 - c. Deliver an improved and cohesive research support service that is flexible, personalised and scalable
 - d. Champion an Estates Masterplan that will deliver a campus that is fit for purpose, meets the needs and expectations of staff and students and will lead to a campus that is more financially and environmentally sustainable campus
 - e. Oversee the successful delivery of integrated, best practice operations at the new UCL East campus
 - f. Lead a significant ongoing IT systems and platform modernisation programme
 - g. Deliver future stages in the creation of a comprehensive Professional Services Hub.

This job description reflects the present requirements of the post, and as duties and responsibilities change/develop, the job description will be reviewed and be subject to amendment in consultation with the post holder.

The post holder will actively follow UCL policies including Equal Opportunities policies and be expected to give consideration within their role as to how they can actively advance equality of opportunity and good relations between people who share a relevant protected characteristic and people who do not share it.

The post holder will maintain an awareness and observation of Fire and Health & Safety Regulations.

Candidate Profile

Criteria	Essential or Desirable	Assessment Method (Application/Interview)
Qualifications, Experience and Knowledge		
First degree or higher	E	A
Professional qualification	D	A
Significant experience of leading a large services function in a complex organisation, ensuring budgets and activities are delivered in line with targets and any regulatory requirements	E	A / I
Record of success leading change to deliver outstanding services and operations that reflect business priorities and prioritise user experience	E	A / I
Experience of working in a unionised environment	D	A
Broad understanding of the higher education landscape as it relates to UCL's strategy and values	D	I
Skills and Abilities		
Outstanding relationship-building and communication skills – able to lead engagement with a diverse community of stakeholders to facilitate lasting change through influence, collaboration and vision	E	A / I
Proven ability to deliver informed and innovative solutions for challenges and opportunities where precedent may not apply	E	A / I
Skilled strategic thinker - highly competent using a range of intelligence to evaluate and solve complex issues and navigate competing priorities	E	A / I
Ability to inspire high-performance teams - to operate as a team player as well as team leader, without ego and with emotional intelligence and empathy	E	I
Personal Attributes		
Champion for equality and diversity in the design and delivery of services, role-modelling inclusive and enabling behaviours	E	A/I
Trusted leader and advocate - demonstrating the highest standards of integrity, professional accountability organisation and self-management	E	I
Highly developed political acumen and learning agility	E	I
Confident, credible and persuasive communicator	E	I
Vision, energy and passion for the UCL mission and values, including our commitment to equality and diversity.	E	I

Selection Process

Indicative Timetable

All applications will be acknowledged and considered by the selection panel.

The provisional timetable is as follows.



How to Apply

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of UCL. Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code **P2210-100L** in the subject heading of the email. All applications will be acknowledged.

Your submission should include:

- A short covering letter of not more than two A4 sized pages succinctly highlighting your motivation, experience and skills against the requirements of the role.
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable.
- A completed [Diversity Questionnaire](#). Applicants are invited to complete this brief questionnaire to support UCL with monitoring its recruitment processes. Data will be reported anonymously, in an aggregate format and will not be seen by anyone assessing your application.

The closing date for applications is 23:59 on Sunday 22nd January 2023.

