

Bournemouth
University

Bournemouth University Director of Student Services

Candidate Brief, December 2023



Contents

- 1 Welcome from the Chief Operating Officer
- 2 Our vision and values
- 3 About BU
- 6 Student Services at BU
- 7 The role and main responsibilities
- 9 The person
- 10 How to apply



Welcome from Jim Andrews, Chief Operating Officer

Thank you for your interest in the role of Director of Student Services at Bournemouth University (BU).

BU is a successful modern institution, with ambitious plans based on our powerful concept of Fusion. Our purpose, as set out in our BU2025 strategic plan, is to inspire learning, advance knowledge and enrich society. Fusion brings together three key elements of education, research and practice, creating something which is greater than the sum of its parts. Through Fusion, we support our staff to think differently and find solutions – whether it is a way of enhancing the degrees we offer, developing an exciting new direction of research or engaging with the local community to develop their passion and knowledge for a particular subject.

Our Fusion approach underpins what we do – but more importantly, it also defines who we are, and the experiences we offer. With our increasingly strong academic profile and focus on the student experience, BU is building an excellent reputation in the sector and is now ranked in the top 50 young universities in the world (THE Young University Rankings 2023).

Strong links to the professions have always been a core part of the BU experience. All BU students have the opportunity to undertake a work placement as part of their studies, with 86% in work or further study within 12 months of graduating.

Bournemouth University plays its part in our local economy, making a significant contribution to the South West region. We employ over 1,700 colleagues, have more than 17,000 students and a turnover of over £180m.

As a member of the University Leadership Team, the new director will collaborate across the University to achieve the aims of BU2025. With a constantly changing external environment, there will be plenty of



new challenges to meet, while leading an exceptional Student Services team.

BU is a diverse and inclusive place to work, study and visit. Staff satisfaction is central to our strategy and we value the contribution of all employees. We believe in promoting equality of opportunity throughout the university. Our equality monitoring has shown that women and minority ethnic groups are currently under-represented within the university at a senior level. We therefore actively encourage applications from eligible candidates from these groups.

If you are excited about BU, our aspirations and vision, then we would very much like you to apply.

Jim Andrews
Chief Operating Officer

Our vision and values

Our vision is for worldwide recognition as a leading university for inspiring learning, advancing knowledge and enriching society through the fusion of education, research and practice.

At BU, our motto is *Discere Mutari Est* – to learn is to change. This runs through everything we do – co-creating knowledge with, and for, the wider community to change perceptions, policies, practices, and lives. We work with businesses, healthcare providers, third-sector organisations and government bodies to share expertise and gain insights that shape

our education and research, providing solutions to societal challenges.

This drives activity across six key strategic narratives, tackling some of the biggest issues facing our world – from healthy ageing to protecting our environment, supporting marginalised communities, and responding to crisis. We're a values-driven community, with creativity, inclusivity, responsibility and excellence at the heart of our thinking.

Discover our strategic plan and narratives at www.bournemouth.ac.uk/BU2025



About BU

Bournemouth University has more than 17,000 students and over 1,700 colleagues. Located over two main sites and three other smaller locations, the university is structured around our academic disciplines in four faculties: The Bournemouth University Business School, the Faculty of Health & Social Sciences, the Faculty of Media & Communication and the Faculty of Science & Technology.

BU is an inclusive, forward looking and ambitious university, with an exciting and developing international profile.

All our activities are aligned to the UN sustainable development goals. We are proud to have held the EcoCampus platinum award for our work in making the university sustainable since 2011. We are ranked in the top 2% globally (joint 29th place out of 1,591 institutions up from 42nd last year) in the *Times Higher Education (THE) Impact Rankings 2023*, the only global benchmarking scheme that assesses universities against their contribution to the UN Sustainable Development Goals (SDGs).

BU plays a leading role in the local economy, making a significant contribution to the south west region, and we have a number of key partnerships. These include the University Hospitals Dorset NHS Foundation Trust, looking at innovation in health care provision and with Premier League club AFC Bournemouth, bringing student opportunities, collaboration and exposure at a regional, national and international level.

Every undergraduate degree student at BU has the opportunity to undertake a work placement as part of their course. BU has a long established programme of placements for students, both nationally and internationally and has a reputation for the quality of these opportunities.



Dr Kate Adie CBE DL, Chancellor, seen here at graduation 2018

Our latest alumni survey found that 95% of undergraduates would recommend BU as a great place to study and live.

The university's Chancellor is broadcaster and author Dr Kate Adie CBE DL. Kate, already an honorary doctorate and seen here at our graduation ceremonies in November 2018, became our fifth Chancellor in January 2019.



Our location

Bournemouth is a vibrant coastal town, which is part of the Bournemouth, Christchurch and Poole conurbation in Dorset.

As the largest Higher Education provider in Dorset, we are proud of our contribution to the region, acting as a catalyst for growth, raising aspirations and supporting economic activity.

We work with health and care providers and have partnerships with University Hospitals Dorset and Dorset Healthcare University Foundation Trust, supporting initiatives across research, education and practice to help people live better for longer.

Dorset's natural capital is worth £1.5 billion annually, with two thirds of Dorset designated as Areas of Outstanding Natural Beauty. We are passionate about protecting our environment and our work with partners including the National Trust involves students in monitoring and supporting important habitats, such as Arne Nature reserve.

Dorset has a strong creative and digital sector. From developing Oscar-winning graduates to using augmented reality to enhance visitor experiences, we help cultural and creative industries thrive.

Our collaborations also have an international reach – from working with young refugees in Turkey and

Bangladesh to develop digital skills, to our Disaster Management Centre assisting communities globally in crisis preparedness and recovery.

Our 65-acre sports campus Chapel Gate is at the heart of local sporting activity and home to eight community clubs, with 3,000+ visitors each week.

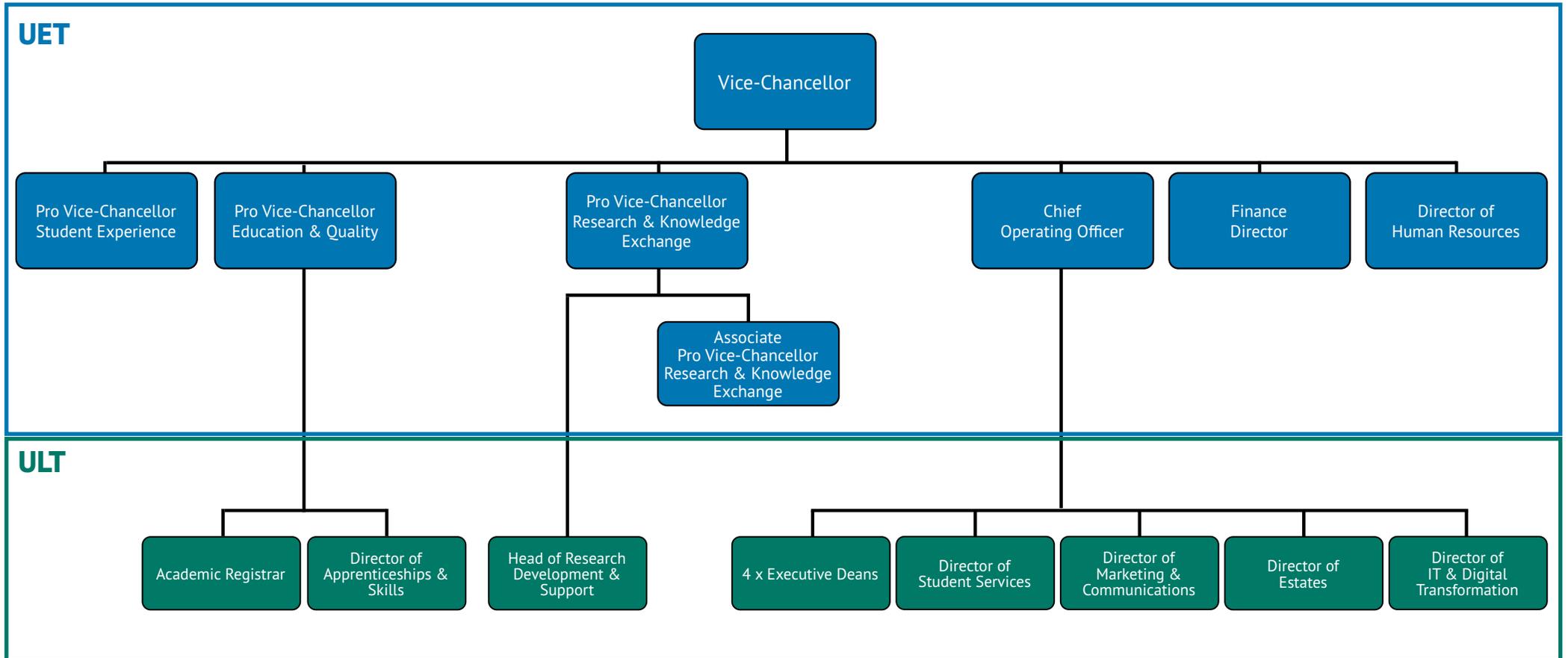
Bournemouth University benefits from a wonderful location, situated between one of the UK's newest national parks, officially the best beach in Britain (according to Trip Advisor, 2020) and the second largest natural harbour in the world, with the World Heritage Jurassic Coast located nearby.

The favourable climate, good schools, and a wide range of culture and festivals all make Dorset a great place to live and work, with varied choices across Bournemouth, Christchurch and Poole and the wider Dorset region.

Bournemouth is well connected to the rest of the UK – and Europe – when it comes to travel links. A regular rail service means we are only around two hours from London, with further destinations around the UK easily accessible via train or coach. Bournemouth Airport offers scheduled and charter services. Gatwick and Heathrow are also within easy travelling distance too.



University Leadership structure



University Executive Team

The University Executive Team (UET) currently comprises the Vice-Chancellor, Chief Operating Officer, Finance Director, Director of Human Resources, three Pro Vice-Chancellors and an Associate Pro Vice-Chancellor. Their main responsibilities include developing the University's strategy and ensuring that it is delivered.

University Leadership Team

The University Leadership Team (ULT) reports to the University Executive Team. Their main responsibilities include successfully driving and implementing our strategic plan: BU2025. You can read more about members of BU's Chancellery, the University Board and University Executive Team on [our website](#).

Student Services at BU

Bournemouth University Student Services provides comprehensive support to students during their time at the university. The service contains a number of areas that support student experience, wellbeing and success.

We are passionate about working in partnership, ensuring all areas of the service work together to support students and deliver opportunities for their development. We work in partnership with our Faculties, other Professional Services and our Student Union (SUBU), as well as externally with local partners including Dorset Police, NHS physical and mental health services, the local council, accommodation partners and a range of other agencies and organisations.

Student Services Executive Team

The Executive is headed up by the Director of Student Services who is supported by five heads of department and the Executive Support team:

- Head of Frontline Services
- Head of Student Support & Wellbeing
- Head of Careers & Employability
- Head of Residential Services
- Head of Sports and Culture
- Executive Officer and Operations Team.

The Hub

The Hub opens in October 2023 and will be the primary point of on campus contact for all Student Service activity from January 2024. Centrally based in Poole House on Talbot Campus, and with a smaller Hub at the Bournemouth Gateway Building on the Lansdowne Campus, this is the first point of contact for all student enquiries. Through the Hub students can make appointments with Student Services specialists, access careers and personal development opportunities and request documentation that support their studies. Also in Poole House, and located close by, are SportBU and LettingsBU, our own lettings agency.

Student Wellbeing

BU offers wellbeing support to students ranging from general advice to specialist mental health support. Our Disability Service works with students to offer them the best opportunity of success during their time at BU, and also with faculties to agree adjustments. Recognising the benefits of a holistic approach, we maintain strong links between our welfare services, residential services and SportBU. We also operate a 24/7/365 Welfare Duty Officer service.

Careers and Opportunities

Complementing our careers advice is our Graduate Skills Programme as well as a range of opportunities to engage in extra-curricular activity through SUBU, our Global Hub and SportBU. We provide relevant industry and labour market information to inform the delivery of new programmes and work with local, regional and national employers to provide opportunities for students to engage with them both on and off campus, including through our placement provision.

Residential Services

The university has a number of partners that manage accommodation for our students through a nomination and/or lease agreement. The university also manages the Student Village provision on Talbot Campus. There is a dedicated welfare team covering all BU and partnered accommodation, a large social programme and the team also work closely with the police and other agencies on issues around safety and wellbeing in the accommodation setting.

Sports, Culture and Extra-Curricular

Since acquiring the Chapel Gate sports campus in 2019, we have been developing the site to increase our sporting, physical and social opportunities for students, staff and the public. Most recently we were successful in obtaining a Football Foundation grant award and our new all-weather super-sized pitch is due to open in the next few weeks. Our on-campus facilities include a gym, sports hall and studios providing a range of opportunities from elite to social sports and participation. Our choirs, bands and music tuition are open to staff, students and the local community.

Statutory and Regulatory

The service is responsible for a number of areas of statutory compliance including Immigration, Conduct, Prevent and Safeguarding as well as internal and external audit requirements. Although the Director is ultimately responsible for these areas, day to day operation is delegated to others in the Executive team.

Executive Support

The Executive are supported by a fantastic operations team who look after the Services' HR, financial, health & safety, IT processes and business continuity processes.

The role and main responsibilities

Job Purpose

The Director of Student Services will be accountable to the Chief Operating Officer for:

- Leadership of the Student Services Professional Service, enabling an outcome-led culture that delivers innovative, ambitious and successful services to students, whilst balancing the multiple requirements and priorities of colleagues, students and other stakeholder groups.
- Leadership of the development and implementation of the University's strategic plans for student support functions.
- Leading and managing the student services team to deliver and provide high quality services that enable an excellent student experience, champions student inclusion and support the delivery of our strategic and operational outcomes.
- To work closely with the Pro Vice-Chancellor (Student Experience), to develop an excellent and inclusive experience for students.
- To manage resources effectively and drive change where necessary, in order to build and promote the impact and reputation of BU internally and externally.
- The postholder is also the university strategic lead for UKVI immigration compliance, student and apprentice safeguarding, wellbeing and discipline.
- Enhance student health and wellbeing, by ensuring the provision of high-quality support services in and out of hours, liaising with external agencies to manage risk and develop and promote good practice.
- Work with members of the university executive, faculties and services to champion inclusivity and an inclusive student experience across all our academic and support activity. Ensure the provision of services that supports the learning and support for all students.
- Ensure the provision of student Front Line Services, that provide efficient, effective support and promote service excellence.
- Ensure the provision of Residential Services to students, working to secure alignment between demand and supply and working closely with internal and external partners to support an excellent student experience.
- Oversee the University Sport and Culture (SportBU, Art and Music) programmes, including the University Sports Campus (Chapel Gate), and act as a director of the subsidiary company, BU Community Business (BUCB).
- Deliver the Careers and Employability strategy that aligns to our academic vision, employment trends and needs, and work closely with faculties to support employability across our programmes.

Main responsibilities

Leadership of Student Services

- Lead the development and delivery of innovative, engaging and integrated student services that support student experience, closely supporting and complementing the work of the Pro Vice-Chancellor (Student Experience).
- Provide senior level information, insight and expertise across the university, including up to and at Board level, to shape strategic and operational decision making on matters relating to student services, student wellbeing and support.
- Work with the COO and Pro Vice-Chancellor (Student Experience) to identify and address any issues that will optimise the student experience and, in particular, maximise student retention and completion rates.
- Ensure that the Student Services Professional Service is compliant with all relevant legislation and regulatory frameworks and accepted standards of best practice in the sector in all of its operations, including Safeguarding and Prevent. Act as Deputy Prevent Lead for BU.
- Lead the management of university relationships and contracts for the BU Medical Centre, Student Wellbeing Service, Bournemouth Neighbourhood Policing Team and other organisations and statutory bodies that fall within the remit of the role.
- Be responsible for the presentation of annual strategic plans, business plans and annual reports for the provision of student services.
- Benchmark the performance of BU's student service activity and return on investment against public and private sectors to ensure high quality services continually evolve and adapt to the changing economic and social environment and best practice.

- Take a flexible approach to organisational structure, which may change from time to time to reflect organisational priorities and focus, including working across dynamic and flexible teams.

Student Services management, team and efficiency

- Ensure a high performing, outcome-led culture with a clear focus on effective staff appraisal, a commitment to support professional and personal development, and alignment to the BU values.
- Oversee the management of external suppliers, contractors and vendors, building strategic relationships to ensure high-quality provision, value for money and return on investment.
- Identify and realise operational efficiencies through effective resource management, process re-design and implementation of change initiatives to achieve improvements in service quality, value for money and return on investment.
- Manage the strategic and operational risks associated with the University's student services and ensure that effective business continuity plans are in place.
- Ensure that the University's policies and procedures are implemented within the service, with particular regard to data protection (GDPR) compliance, CMA compliance, HR, Finance, Health & Safety, and Equality, Diversity and Inclusion.

ULT leadership

- As a member of the University Leadership Team (ULT), contribute fully to development, debate and discussion on issues of operational and strategic importance to BU.
- Influence and contribute to the University's strategic planning and competitive positioning.
- Lead and implement effective organisational change across the university in line with BU2025 and subsequent strategic plans.
- Lead on specific cross-university projects as requested by ULT/University Executive Team (UET).
- Act as the University Student Welfare Lead and Deputy Prevent Lead, overseeing student and safeguarding on behalf of BU.
- On behalf of the Vice-Chancellor, manage matters of student discipline across the university, liaising with the police and other external agencies as appropriate.
- Be the university's authorising officer for the UKVI and responsible for student visa compliance.
- Build active networks with peers across and outside the HE sector; represent the University in relevant professional bodies and external events and activities.
- Be an active member of the University's Major Incident Group and participate in the out of hours on-call rota which supports the Major Incident Plan.



The person

- Will be able to evidence successful and significant senior leadership experience in a similar senior role, leading and managing a range of student services function(s) and staff in a medium/large organisation
- Will have a proven track record of effectively operating and advising at senior management level
- Will be able to analyse and evaluate complex issues to provide appropriate solutions e.g. possession of undergraduate and/or postgraduate degree or equivalent experience
- Relevant professional qualification or equivalent experience and evidence of continuing professional development
- Will have experience of inspiring, developing and motivating a diverse team of student services professionals
- Be able to develop and articulate a clear strategic vision for student services and to lead in an environment of constant change
- Have experience of leading student services across a complex organisation
- Will have a demonstrable track record of successfully building and maintaining strong and effective stakeholder relationships, internally and externally across varied stakeholders and partner organisations
- Track record of success in developing and delivering effective, high-quality services and systems to stakeholders to meet business needs
- Highly effective leadership and change management skills including excellent organisational and planning skills as well as excellent communication and influencing skills
- Track record of effective and efficient resource management with evidence of the ability to deliver efficient and effective services and value for money
- Proven track record of successfully delivering large scale projects that support strategic objectives
- Substantial experience of building effective strategic relationships internally and externally and a clear commitment to working as a team player at all levels
- Strategic thinking ability combined with confident, rational and objective decision making
- Ability to problem-solve where there is a lack of precedence and/or a mass of information that is diverse, partial, or conflicting
- Commitment to develop colleagues and willing to act as a coach and/or mentor
- Willing to confront issues and to take difficult decisions, particularly in relation to staffing matters
- Strong evidence of the management of risk



How to apply

To apply please provide:

- The completed detachable summary form and equality monitoring sheet.
Our equality monitoring has shown that women and minority ethnic groups are currently under-represented within the university at a senior level. We therefore actively encourage applications from eligible candidates from these groups
- A full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and budgets and staff managed, and latest remuneration including any benefits
- A covering note of not more than two pages (total) summarising your proven ability related to the person and job specifications

- Daytime, evening and/or mobile telephone numbers (to be used with discretion).

Applications should be received by email to leadershipBU@bournemouth.ac.uk no later than **midnight on Friday 26 January 2024**.

The process

During the week commencing **29 January 2024**, the university will consider applications and agree on an initial list of candidates to take forward to informal one-to-one meetings.

Thereafter, a final shortlist of candidates will be invited to participate in referencing and testing prior to a formal selection process including interview during **mid February 2024**.

