



**CITY**  
UNIVERSITY OF LONDON  
— EST 1894 —

**125 YEARS**

Academic excellence for  
business and the professions

# Deputy Dean of The City Law School Candidate pack

April 2019





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## Introduction

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City, University of London is a global university committed to academic excellence with a focus on business and the professions and an enviable central London location.

City attracts around 20,000 students (35% at postgraduate level), from more than 150 countries and staff from over 75 countries.

In the last REF, City doubled the proportion of its total academic staff producing world-leading or internationally excellent research.

Led by President, Professor Sir Paul Curran, City has made significant investments in its academic staff, its estate and its infrastructure and continues to work towards realising its vision of being a leading global university: it has recently agreed a new Vision & Strategy 2026. Founded in 1894, City is celebrating its 125<sup>th</sup> anniversary this year.

The City Law School is the first in London and the only in the University of London to educate students and practitioners at all stages of legal education.

It has a professional education pedigree that dates back over 100 years. The School has made significant advances in both research and education and seeks to build upon that success to become one of the UK's leading law schools as it takes advantage of the new regulatory landscape for legal education. The City Law School offers a complete portfolio of legal education and training including undergraduate and postgraduate Law degrees, the Bar Professional Training Course, the Legal Practice Course and post-qualification Continuing Professional Development.

The School is home to more than 100 academics and approximately 2,500 students studying on the full range of academic and professional programmes. Investment in City's estate is supporting the integration of the School into a splendid new building, which will provide The City Law School with a new home on City's main campus at Northampton Square in 2020.

The School is seeking to appoint a Deputy Dean to provide support to the Dean during this significant transition.

Playing a key role in the School's management team, the Deputy Dean will work closely with the Dean to provide academic and operational leadership with particular responsibilities for people and culture.

The appointed candidate will have an excellent degree (or equivalent) in Law; a PhD (or equivalent) in Law or a related subject; a world-leading or internationally excellent research profile; knowledge of legal education, training, research and scholarship within a law school; and experience in a leadership role in Higher Education. He or she will also have an understanding of diversity and equality including the principles of the Athena SWAN charter.

## City's Vision & Strategy 2026

### City's Vision for 2026:

**City, University of London: A leading global University committed to academic excellence, focused on business and the professions and located in the heart of London.**

2016 was a significant milestone in City's long and proud history and marked 50 years since it was granted a Royal Charter and City University London came into existence, with the objective to 'advance knowledge, wisdom and understanding by teaching, research and professional training, particularly in science and technology'.

2016 was also the year that City joined the University of London, marking a significant and exciting new chapter in its history. It is a major opportunity but also a signal of how far City has come as an institution historically and in more recent years, through implementing its *Strategic Plan 2012 to 2016*. City is committed to retaining its historic strengths, professional credibility and deep-rooted City of London heritage while strengthening its international profile and expanding its research and education capabilities in the ways set out in its *Vision & Strategy 2026*.

Of all City's achievements, perhaps the most challenging was to enhance its academic performance while moving into surplus after seven years in deficit. Significantly City more than doubled the proportion of its academic staff undertaking world-leading or internationally excellent research and increased the satisfaction of its undergraduate students by more than any other university in the country.

It is clear that City is still on a transformational journey but real progress has been made over the past six years and implementing the *Strategic Plan 2012 to 2016* has created a strong platform for the next stage.

*Vision & Strategy 2026* provides continuity with City's *Strategic Plan 2012 to 2016* and reaffirms the:

- Continuing commitment to academic excellence
- Focus on business and the professions
- Location in the heart of London.

To build on City's position as the only Higher Education institution in London committed to academic excellence for business and the professions will require focus and dedication. City's academic strength comes through its distinctive Schools and its approach relies on continuing to deliver outstanding education and research through

its School Strategic Plans. Its shared Vision is designed to enable City's Schools to succeed.

### City's Strategy for 2026: how City will work towards its Vision

Achieving the Vision is based on three strategic priorities:

- **Maintain quality trajectory.** Build on the quality focus of the *Strategic Plan 2012 to 2016* and maintain City's current upwards trajectory in research intensity, research quality, education quality and student experience more widely. Further improving quality will remain vital to its success and is what drives the people who work at City and attracts the students whose lives will be enhanced through their time there. City also plans to grow, with a firm guiding principle of 'quality-constrained growth,' growing while maintaining or increasing quality.
- **Achieve growth** in a way which maintains quality. Growth is important to achieve the critical mass necessary for both research excellence and educational experience and effectiveness. Critical mass can result in improved quality without significant increases in costs (through economies of scale). Over the next five years growth will come vertically for existing subjects that have momentum and horizontally, where City's existing strengths can be leveraged through new and joint degrees or shared pathways and through improved student retention. Growth in student numbers will be accompanied by growth in research and enterprise income as City builds further on its internationalism and seeks a wider range of income sources.
- Leverage **partnerships** within City, within London (including through the University of London) and internationally with the aim of making City far more connected.

These strategic priorities will guide City's activity over the next five years and will be made operational through the Education & Student Strategy, Research & Enterprise Strategy, Internationalisation Strategy, People Strategy, School Strategic Plans and Professional Service Strategic Plans.

### Living the values

The desire for a renewed emphasis on staff engagement, valuing and supporting over 2,000 people who work at City and have been key to City's tremendous transformation over the past six years, was

the most striking message from an extensive staff engagement programme run as part of the development of *Vision & Strategy 2026*. Valuing and supporting students and staff to give of their best will be key to City's success over the next decade.

Engagement remains challenging in a sector where the Government has signalled further change through a more transparent and dynamic market and given City is a central London commuter university with a highly devolved structure. That is the nature of the challenge but City will continue to attract and retain outstanding people and develop their knowledge, capabilities and skills.

There are five guiding values underpinning *Vision & Strategy 2026*. City is committed to being:

- **Ambitious** – a place where people seek new challenges and go the extra mile to achieve the strategic priorities set out in *Vision & Strategy 2026* through the implementation of their School or Professional Service Strategic Plans;
- **Collaborative** – a place where successes are shared and problems are solved by working together for the common good;
- **A community** – a place where people have pride in their institution, are respectful, know and are concerned for each other;
- **Diverse and inclusive** – a place where diversity is a strength and inclusiveness is promoted proactively, with an initial focus on gender equality as City's most pressing challenge;
- **Organisationally self-confident** – a place that knows its strengths and is open about and strives to address its weaknesses.

The full version of *Vision & Strategy 2026* can be accessed at: [www.city.ac.uk/about/governance/vision-strategy-2026](http://www.city.ac.uk/about/governance/vision-strategy-2026)

## School Particulars

Our Vision is to be a leading UK Law School, to be achieved by focusing on quality, growth and partnerships and the move to a new iconic building in order to take advantage of the School's unique strengths across both academic and professional law.

While we are aspirational in looking to the future, we are mindful of our unique past. The City Law School has a history of delivering legal education which dates back to the nineteenth century, in the form of the Inns of Court School of Law (ICSL). The ICSL has a distinguished history as the original and sole provider of bar training in the United Kingdom. The other chapter of our history can be found at Northampton Square. City established the Centre for Legal Studies in 1977 when it commenced delivery of the forerunner to the current Graduate Diploma in Law programme. City was the original provider of the 'conversion course'. This was followed by other programmes, most notably the undergraduate Bachelor of Laws degree, which began in 1990.

In 2001, the ICSL joined City. Through this merger, the ICSL and the Centre for Legal Studies together formed The City Law School. With the development of the range of programmes which now make up our educational portfolio, we have become a 'full service' provider of legal education. The School is unique in offering a broad portfolio while remaining committed to excellence in research and professional scholarship. Our expertise in professional practice also manifests itself through our wide ranging suite of pro bono clinics and can be seen in our track record of success in national and international mooted competitions.

Staff are highly regarded in their fields and the research of 65% of submitted staff was rated world-leading or internationally excellent in the Research Excellence Framework (REF) 2014.

Members of staff lead and contribute to academic, professional and public debate in their fields through articles, conferences, media commentary and research.

The School also advises the UK Government, the EU and international organisations through collaborations and consultancy work.

The new City Law School building, under development and due for completion in early 2020 will provide state of the art, single site premises at Sebastian Street and will enhance the culture and identity of The City Law School.

### Key facts:

- There are currently 106 academic staff, and 35 professional services staff together with specialist Visiting Lecturers employed within the School;
- There are approximately 1,300 undergraduate students, 1,200 postgraduate taught students and 19 doctoral research students;
- The School successfully submitted in the Law Unit of Assessment in REF 2014 with the research of 65% of submitted staff rated as world-leading or internationally excellent. This represents a significant increase from 35% in 2008 and reflects the strong focus on research development, talent management and improved research support which form part of the preparations for REF 2021;
- Annual income from tuition fees, research and enterprise is circa £25m and planned to grow to £28m by 2020/2021 with the introduction of new programmes;
- Increasing numbers of students graduating from the LLB remain at City for the Legal Practice Course (LPC). The Bar Professional Training Course has maintained its large market share in the face of intense competition from the private sector. Statistics produced by the Bar Standards Board consistently show the programme to be sector leading.

For more information, please visit: [www.city.ac.uk/law](http://www.city.ac.uk/law).

## School Strategic Plan

Taking advantage of the School's unique strengths across both academic and professional law and through the integration of the School in an iconic new building from 2020, the key features of the School Strategic Plan include:

### Horizontal expansion

- Deliver quality-constrained growth to The Law School's programmes;
- Further embed the existing focus on employability skills and opportunities across undergraduate provision, working with City's Careers Service and Student Enterprise;
- Enhance international education partnerships.

### Building on strengths

- Increase international and postgraduate numbers;
- Explore opportunities to develop joint programmes, both within the School and with other Schools;
- Improve research strengths through enhanced talent management, improved research support and preparations for the REF 2021.

### External engagement and collaboration

- Continue to define and communicate distinctive research and professional strengths and anchor them in networks of external stakeholders and partners;
- Develop and exploit key partnership opportunities in London (for example, through the University of London International Programme and for the delivery of Continuing Professional Development with providers of legal services);
- Work with partners across City to create a cross-School research institute;
- Work with City Events to deliver a series of high-profile departmental annual lectures and events.

# Deputy Dean of The City Law School

## The role

This new role will support the Dean of the School. The Deputy Dean will work closely with the Dean to provide academic leadership to the School, including holding specific responsibilities to achieve the School's objectives and goals in respect of staff development, equality and diversity, and workplace culture and practices.

The Deputy Dean will be a part of the senior management team of the School, fostering a culture of continuous improvement, innovation and collegiality. The Deputy Dean will manage School and University resources within the portfolio, and ensure compliance with University policy and School guidelines. He or she will provide outstanding leadership within the area of people and culture, and will represent the School to internal and external stakeholder communities. This will include deputising for the Dean as required.

In addition to carrying out some teaching and research activity as a professor, the Deputy Dean will help to create a stimulating, innovative and inclusive academic environment across the School in which students and staff will thrive and develop.

## Main duties and responsibilities – Deputy Dean

As a new role in the School's Senior Management structure, it is envisaged that the role will develop taking account of the skills and experience of the successful candidate and the School's evolving priorities. Key areas of responsibility in which the Deputy Dean will work with the Dean will include:

- Staff development;
- Workplace culture and practices;
- Equality and diversity;
- Academic staff performance management, including appraisal and development reviews with Associate Deans;
- Strategic planning;
- Academic programme development;
- Marketing and communications;
- Student relations.

With respect to academic leadership and people and culture, the Deputy Dean will support the Dean in the following ways:

### 1. Academic Leadership

- Providing leadership and driving delivery of the School's Strategic Plan and, in liaison with the Dean, setting and implementing goals that are consistent with School and University objectives and ensure the achievement of School key performance indicators.
- Monitoring the School's TEF and REF strategies and submissions, and supporting the Associate Deans responsible for these.
- Contributing to the creation of an inclusive, communicative and performance-focused management culture encouraging staff engagement and motivation to deliver so that students progress and achieve within a stimulating, creative and safe environment.
- Taking a leading role in the academic delivery of the School strategy, stimulating new ideas and innovations, challenging and supporting managers to integrate and align strategies and plans with objectives to ensure students have a consistently excellent experience.
- Contributing to School leadership including through the leadership of school and occasionally institutional projects as allocated by the Dean or President.
- Working closely with the Dean to ensure the existence and implementation of effective governance arrangements to ensure compliance with requirements of funding bodies, financial obligations and the law and to provide a comprehensive communication structure ensuring the engagement and involvement of all staff and students in the development of the University.
- Overseeing the day-to-day running of the internal operation of the School as required, including coordinating core academic processes, events and activities to ensure professional delivery.
- Line management of academic staff as relevant to their specific portfolio and as required by Dean.
- Deputise for the Dean internally and externally as appropriate.

### 2. People and Culture

- Ensure the achievement of School key performance indicators for the proportion of Professorial staff that are female and staff engagement / staff surveys.
- Develop a School plan and supporting actions on equality and diversity, incorporating City policies and sector best practice, and working with key stakeholders (e.g. BAME network).
- Work with the Dean, COO, and Academic Athena Swan lead in developing a School Athena SWAN application and Action Plan.
- To take the lead for the School in a future City application for a Race Equality Charter award.
- To lead the review and reform of the School's staff appraisal arrangements.
- To take the lead in the development of School Action Plans in response to staff surveys.
- Champion staff development within The School, proactively identifying and promoting staff training opportunities.
- Champion improvements in the School workplace culture and practices within the School, including policies and practices to promote a family friendly workplace and dignity at work.
- Support the Dean in improving communications with staff across the School.
- Lead development and implementation of School policy and practices on equality and diversity, staff development, and workplace culture.
- Represent the School on relevant University committees (e.g. the Equality Committee).
- Represent the School and University on external committees and at external events concerning quality and diversity, and staff development and workplace culture.

## Professorial duties and responsibilities (This list is indicative, not exhaustive)

### Research

- Undertake high-quality research, at world-leading (4\*) and internationally-excellent (3\*) levels;
- Supervise doctoral and post-doctoral students;
- Facilitate interaction and collaboration with relevant external research groups; and
- Develop research with academic and commercial collaborators within the UK and internationally.

### Education

- Contribute to the development and delivery of excellent undergraduate and postgraduate programmes, using educational methods that foster a positive learning environment and highly-satisfied students; and
- Supervise undergraduate and postgraduate students.

### Enterprise & Professional Practice

- Contribute to (social) enterprise activity in the School to meet enterprise income and cost recovery objectives; and
- Identify, develop and exploit links within public bodies, the profession and business.

### Service

- Promote the reputation and profile of the School through participation in academic and policy-related activities beyond the University;
- Enhance the School's reputation and profile within civil society and the professions; and academic, professional and regulatory bodies; and
- Participate in the academic and operational leadership of the Department, School and the University.

## Person specification

### The ideal candidate will demonstrate the following:

#### Qualifications

- An excellent advanced degree in law (or equivalent) together with a PhD (or equivalent) in a cognate area.

#### Knowledge

- Knowledge of issues relating to legal education, training and admission to the legal profession.
- Knowledge of issues relating to teaching and learning in a law school environment.
- Knowledge of issues relating to scholarship and research in a law school environment.

#### Experience

- Previous experience in a leadership role within a Higher Education Institution.
- Proven capacity for strategic academic leadership, underpinned by demonstrated technical management skills.
- High personal academic and professional standing, including building external relationships and /or external profile.
- Experience of effective people leadership and management.
- A record of accomplishment of supporting change management and quality improvement.
- Previous experience of working in a complex organisation.
- An active, substantial, and internationally recognised research profile, commensurate with professional experience.
- Exceptional commitment to nurturing culture of collegiality and mutual respect.
- Demonstrated awareness of the importance of, and commitment to pro-actively support and champion, equal opportunity and equity of treatment for staff and students.
- Understanding of diversity and equality issues vital to ensuring a supportive and inclusive culture, including the principles of the Athena SWAN Charter.
- Process oriented and analytical with demonstrated skills in collaborative problem solving.
- Proven experience and expertise in project management or academic leadership.
- An ability to be an effective ambassador for the School and to promote its interest in local, national and international settings.

- Respected and engaged thought leader with a strong academic record of accomplishment in research and teaching.
- Strong interpersonal and communication skills that will enable the occupant to achieve broad support for the School's diversity, equity and inclusion objectives.
- A proven ability to teach law successfully at HE level, including:
  - Designing courses
  - Innovation in course delivery
  - Integrating academic theory and research into teaching practice
- Experience of providing pastoral care to students.

#### Skills

- A capacity to work effectively with other senior managers within the School and the University, promptly identifying opportunities the School should consider and develop sensible processes for acting on these.
- Excellent interpersonal and communication skills that will enable the occupant to achieve broad support for the School's objectives, as well as a capacity to manage complex internal and external communications to the advantage of the School.
- Ability to think and act strategically.
- Ability to be an effective ambassador for the School and to promote its interest in local, national and international settings.
- Demonstrated skills and experience in relation to teaching and research, and related strategic planning and implementation.
- Demonstrable ability to engage with policy makers and legal professionals.

#### Personal qualities

- Demonstrable ability to work in a collegiate and interdisciplinary setting.
- Strong commitment to educational quality and empathy with the goals of an academic organisation that trains legal professionals and researchers.
- Evidence of commitment to personal learning, academic, and professional development.
- Flexible working to meet varied and demanding working schedules.
- A high level of drive and initiative with the ability to work under pressure, meet deadlines and manage multiple activities.

## Terms of appointment

The appointment as Professor is permanent; the appointment as Deputy Dean will be for an initial period of three years.

The salary is commensurate with the market, the seniority of the post and the calibre of the appointed candidate.

The appointee will qualify for membership of the Universities Superannuation Scheme (USS) and a comprehensive relocation package is available where relevant.

City offers a variety of other benefits, including excellent staff development and

career development opportunities; access to its student and staff fitness, study and social facilities; discounted courses; a season ticket loan scheme; and a good working environment.

The appointment will be made subject to satisfactory references.

City, University of London is committed to equal opportunities in all its activities and all posts at City are subject to reasonable adjustment under the Equality Act 2010.



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## How to apply

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The appointment of the Deputy Dean of the City Law School at City, University of London will be determined by an Appointment Panel chaired by the Vice-President (Strategy & Planning). A search exercise is being undertaken by Minerva who will support the Appointment Panel to identify the widest possible field of qualified candidates and to assist the Panel in its assessment. To request a confidential conversation about the role, please email [city@minervasearch.com](mailto:city@minervasearch.com).

The closing date for applications is 8<sup>th</sup> May 2019. It is currently anticipated that the Appointment Panel will interview candidates during the week commencing 17<sup>th</sup> June 2019.

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## Contact

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Minerva can be contacted as follows:

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Artist's impression of the new City Law School building

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City, University of London is an independent member institution of the University of London. Established by Royal Charter in 1836, the University of London consists of 18 independent member institutions with outstanding global reputations and several prestigious central academic bodies and activities.



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