



UNIVERSITY OF  
LINCOLN

## Head of History and Heritage

**Candidate Pack**

November 2018

## Introduction

The University of Lincoln has established a reputation as one of the most dynamic young universities in the country. Situated in the heart of a beautiful cathedral city, it has gained an international reputation for the quality of its teaching and research. The university was ranked 22 overall in the Guardian University Guide 2019, and in the most recent 'list of lists', (the Times Higher Education amalgamation of all the major domestic League tables), Lincoln ranked 29<sup>th</sup> in the UK.

The School of History & Heritage is one of six Schools within the College of Arts. It has grown rapidly in the last three years and now houses very strong programmes in History, Philosophy, Conservation and Art History. The advent of a new Medical School (opening 2019) offers the possibility of expanding the existing research and teaching portfolio in interesting ways.

One unusual aspect of the School is the presence within it of a thriving consultancy, Lincoln Conservation, which has secured regular high profile contracts with prestigious partners including the Royal Palaces and the Houses of Parliament. The School also benefits from the presence on campus of the Media Archive for Central England (MACE), a superb moving image archive of moving image material which is widely used in teaching. The new Head will be encouraged to forge links with both local and national bodies.

## University of Lincoln

The University of Lincoln is widely recognised for its strengths in teaching, student experience and research, and has seen an unparalleled rise across all University league tables over recent years.

Lincoln was in the top quartile for institutions being awarded Gold in the national assessment of teaching quality (TEF) in June 2017.

In the latest National Student Survey (NSS) and the Times Higher Education's annual student experience survey, Lincoln students rated courses and facilities at the University as amongst the best in the country. Its research is flourishing and saw a 30 percent increase in grade point average between the 2008 research assessment exercise and 2014 research excellence framework. The University is optimistic of making a further improvement at the next exercise.

Located on a green campus, just five minutes' walk from the heart of one of the UK's great small cities, the University has developed an attractive environment for staff and students.

Its mission is to be:

*"A University looking to the future, where we serve and develop our local, national and international communities by creating purposeful knowledge and research, confident and creative graduates and a dynamic and engaged workforce."*

### Overview

The University of Lincoln offers programmes at undergraduate and postgraduate level and undertakes research across a comprehensive range of disciplines. It is structured in four colleges:

- College of Arts: Schools of Architecture and the Built Environment; Design; English and Journalism; Film and Media; Fine and Performing Arts; History and Heritage;
- College of Science: Schools of Chemistry; Computer Science; Engineering; Life Sciences; Mathematics and Physics; Pharmacy; Geography; the National Centre for Food Manufacturing; Lincoln Institute for Agri-Food Technology;
- College of Social Science: Education; Health and Social Care; Professional Development Centre; Law; Psychology; Social and Political Sciences; Sport and Exercise Science;
- Lincoln International Business School; Marketing and Tourism, Strategy and Enterprise, Accountancy, Finance and Economics and People and Organisations.

The University has made considerable capital investment in recent years, improving its campus and accommodation since 2010. Recent years have witnessed the development of new multidisciplinary laboratories the erection of the Sarah Swift and Isaac Newton Buildings, the Signet Wharf student accommodation, the creation of Schools of Chemistry, Pharmacy, and Geography and the growth of a science innovation park. In 2019, the University will open a new Medical School in partnership with the University of Nottingham.

International activities have grown significantly in recent years, with students and partners now engaged with the University in and from over 100 countries. The College of Arts has a range of partnerships in Europe, North America, Hong Kong and Malaysia.

## **Education and Student Experience**

For some years, the University has organised all of its teaching activities around a central notion of the student as producer. At its heart this is a recognition that students at both undergraduate and postgraduate level have a key role to play in the development of the academic culture and practice of higher education. Students are therefore seen as participants in research, and their courses are structured with a high orientation towards active project work, and a strong focus on employability. The University consistently sees well over seventy percent of its new graduates in graduate roles within six months of leaving and ninety five percent of Lincoln's most recent graduates were in work or further study six months after finishing their course, with almost three quarters in graduate level roles (Destinations of Leavers of Higher Educations Survey 2014/2015).

In addition to this, the University is one where there is a high level of student engagement. Student representation takes place on all major committees and senior appointments, and the Student Union and senior management enjoy strong, collaborative relationships. The University has an effective and well-implemented student rep and personal tutor scheme.

Student numbers have grown sharply in the School of History and Heritage over the last four years at both undergraduate and taught postgraduate level. Meanwhile, new undergraduate programmes such as Philosophy have quickly established themselves.

## **Research**

Research has been key to institutional progress over recent years. Research takes place across colleges of the University and in the 2014 REF, more than half (53%) of the University's submitted research was rated as internationally excellent or world leading (3\* or 4\*). World leading (4\*) research was identified in almost every area with 90% of research judged to be of an internationally recognised standard or higher (2\* or above).

The School of History and Heritage is one of the strongest research units in the College and is home to a number of externally funded projects including Professor Philippa Hoskins's innovative Imprint: a forensic and historical investigation of fingerprints on medieval seals (AHRC). The Lincoln Conservation consultancy, meanwhile has recently worked on commercial projects with the Sheldonian Theatre in Oxford, the York Assembly Rooms, and Kenwood House in Hampstead. More details can be found here: <https://www.lincoln.ac.uk/home/hh/research/>

## College of Arts

The College of Arts comprises six Schools (Architecture & the Built Environment; Design; English & Journalism; Film & Media; Fine & Performing Arts; History & Heritage). The College has approximately 4000 full time students, 250 core academic staff and an annual base budget turnover of £36 million. An overview of the College can be found here: <http://www.lincoln.ac.uk/home/collegeofarts/>

### Schools

The Lincoln School of Architecture & the Built Environment

The identity of the [Lincoln School of Architecture and the Built Environment](#) rests on the necessity to design and build tomorrow's buildings and cities that are socially, economically and environmentally sustainable. Students are provided the opportunity to equip themselves with the understanding and skills they will need to operate effectively within a globalised, innovation-driven economy.

The Lincoln School of Design

The [Lincoln School of Design](#) is a creative and innovative community of designers, thinkers, makers and entrepreneurs working to meet the design challenges of 21st Century society. Students can develop their own design identity, and subsequently forge a successful career in the path that they have chosen

The Lincoln School of Film & Media

The [Lincoln School of Film and Media](#) has forged a reputation for excellence built on outstanding facilities and staff, a diverse portfolio of programmes, strong relationships with the sector and graduates who are equipped with the skills and experience required for a successful career in these competitive industries.

The Lincoln School of English & Journalism

The [School of English and Journalism](#) brings together two areas concerned with how we understand and interpret the world around us. Our students work alongside leading academics at the cutting edge of research and practice. Industry-standard news production facilities, extensive work experience opportunities and a vibrant research culture make the School a centre of excellence for English and Journalism.

The Lincoln School of Fine & Performing Arts

The [School of Fine and Performing Arts](#) is a centre of creativity with a purpose-built arts venue, studios and gallery. It is home to a vibrant artistic community where students and staff work alongside one another to explore new synergies between fine and performing arts.

The Lincoln School of History & Heritage

The [School of History and Heritage](#) is committed to exploring our culture, questioning who we are, and debating how our values and attitudes have been formed. Students thrive in the School's challenging, academically rigorous community and progress to successful careers with qualifications that are highly respected by employers.

# The Role

<b>Post Title:</b>	Head of Lincoln School of History & Heritage
<b>Reports To:</b>	PVC/Head of College of Arts
<b>Location:</b>	Brayford Campus, Lincoln
<b>Term:</b>	Five year fixed term with the possibility of renewal

## Context:

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The School of History & Heritage is one of six within the College of Arts, the others being English & Journalism; Architecture & Design; Film & Media; and Fine & Performing Arts. Identifying and growing synergies between the programmes offered within the College is something we welcome.

## Job purpose:

A Head of School is required to lead the development of the School of History & Heritage into a challenging and exciting phase of development. The Head will be responsible for overseeing and developing the School's portfolio of programmes, maintaining and building new academic and research partnerships, coordinating and facilitating the School's research and income generation activities up to and beyond the REF, and actively promoting strategies to enhance the impact of research carried out within the School.

The Head will not only provide leadership within the School, but will also play an active role in the strategic management of the College, helping ensure that the Arts & Humanities to make a strong contribution to the attainment of the University's strategic goals

## Job Description:

- Develop, articulate and implement a vision and strategy for the School of History & Heritage that clearly sets out its contribution to the achievement of wider College and University strategies.
- Lead the School in attaining excellent standards, including high student engagement, meaningful employability indicators, and high-quality research.
- Serve as a member of the College Management Team and other key College and University committees.
- Develop a strategy for post REF research activity in conjunction with the College Director of Research, comprehending both outputs and impact, and setting out an operational plan to achieve this.
- Ensure effective mentoring of academic and non-academic colleagues within the School.
- Oversee the development of external income generation strategies, including: external research income, consultancy and other "third stream" activity, and non-HEFCE funded educational activities.
- Develop international and taught postgraduate student recruitment to programmes offered by the School, develop international partnerships and maximize the recruitment opportunities provided by these.
- Contribute to research and the generation of research income at an appropriate level in a subject area comprehended within the School.
- Contribute to teaching in an appropriate subject area.

- Ensure management and resolution of student complaints and disciplinary matters.
- Provide effective management of both pay and non pay budgets.
- Provide direct line management for the senior staff of the School and overall leadership and responsibility for all School staff, encouraging the establishment of a performance culture across the School.
- Ensure effective practices for staff recruitment, induction, management and development are in place and are used effectively, including: planned recruitment campaigns, probation, appraisal schemes, research sabbaticals and mentoring. In particular, staff development to achieve the highest standards in research and teaching should be supported.
- Ensure full optimisation of academic staff in the School, including: the effective allocation of duties, performance management, and the optimum deployment of academic staff, including the maintenance of an appropriate balance between permanent and temporary academic staff.
- Develop and maintain effective workforce plans. This includes: the effective deployment of academic staff including balancing of academic duties, the role of researchers and graduate teaching assistants in the life of the School.
- Oversee the development of an attractive portfolio of taught courses to maximise recruitment opportunities to programmes within the School
- Develop taught postgraduate student recruitment to degree programmes offered by the School,
- Explore international partnerships and maximise the recruitment opportunities provided by these.
- Act effectively as the public voice and image for the School within the University and externally. Represent the School within the College and the University, transmitting information within the School about internal policies, developments and strategic decisions.
- Actively engage and maintain relationships with local, regional, national and international educational institutions and organisations, and educators.

**In addition to the above, undertake such duties as may reasonably be requested and that are commensurate with the nature and grade of the post.**

## Key Outcomes:

- **Operational efficiency and efficacy of the School**  
High morale of School staff  
High quality performance of School staff  
Effective mentoring of new academic staff  
Strong links to industry
- **Teaching & Learning**  
Achievement of student recruitment targets, H/EU and overseas  
Development of an attractive portfolio of taught courses, leading to increased level of high quality student recruitment  
High quality student experience and increasing levels of student attainment  
High level of graduate employability
- **Research**  
Continued and sustained development of internationally-competitive research activity in the School  
Achievement of external income targets  
Efficient management of externally funded research projects  
Interdisciplinary links with other Schools in the College of Arts and the University  
Growth in number and quality of doctoral students, and the achievement of a reputation for excellence in supervision within the School

## Key Working relationships/networks:

### Internal

- Head of the College of Arts
- Staff in the School
- Members of the College of Arts Management Team
- College Administrators
- Academic College
- Director of the International Office
- Dean of Teaching and Learning
- Research and Enterprise Office

### External

- External examiners
- Research Councils and other research- funding bodies
- Overseas partner institutions
- Accrediting bodies
- Local research and teaching partners and stakeholders, in particular companies and public bodies

## Person specification:

Selection Criteria	Essential (E) or Desirable (D)	Where Evidenced Application (A) Interview (I) Presentation (P) References (R)
<b>Qualifications:</b>		
First degree or equivalent	E	A
PhD or the equivalent in published or creative outputs	E	A,I
Professional accreditation (if appropriate)	E	A
<b>Experience:</b>		
Leadership and management experience in higher education	E	A,I
Extensive record of internationally regarded research outputs	E	A
Broad teaching experience at undergraduate and taught postgraduate level	E	A
Experience of PhD supervision	E	A
Experience of obtaining substantial funding for research projects	D	A
Experience of HE in an international context	D	I
Experience of programme portfolio development	E	A
Experience of international student recruitment and international partnership development	D	A
Experience of developing/managing professional courses, CPD	D	A
<b>Skills and Knowledge:</b>		
Demonstrable expertise in an academic discipline comprehended within the School	E	A, I
Ability to think strategically, and to formulate and communicate effective strategies for developing the School	E	A,I
Ability to work collegially, and establish good working relationships both with key colleagues in the School, College and University and partners outside the University	E	I
Experience of research planning	E	I
Understanding of the REF and of research Impact	E	A,I

Understanding of Teaching Quality management in relation to Higher Education	E	A, I
Experience of budget management	D	A, I
<b>Competencies and Personal Attributes:</b>		
Organisational ability	E	I
Effective influencing and negotiating skills at all levels	E	I
Outstanding communication skills (written and oral)	E	A, I
Ability to lead and motivate others effectively	E	I
Enthusiasm for teaching and research within the range of subjects found in the School	E	I
Conceptual and strategic thinking	E	I
Resilience	E	A, I
<b>Business Requirements:</b>		
Ability and willingness to travel on School, Faculty and University business, including overseas	E	I
Ability to communicate complex ideas to a range of academic and non-academic audiences	E	I
High level of credibility with professional stake holder groups	E	A, I

**Essential Requirements** are those, without which, a candidate would not be able to do the job.

**Desirable Requirements** are those which would be useful for the post holder to possess and will be considered when more than one applicant meets the essential requirements.

## How to Apply

To apply please send a cover letter and CV to [lincoln@minervasearch.com](mailto:lincoln@minervasearch.com) by no later than the 7<sup>th</sup> December 2018.

## Contact

Minerva can be contacted as follows:

Ben Tucker

Kellie Horner

Should you wish to have a conversation, please contact Ben Tucker at [lincoln@minervasearch.com](mailto:lincoln@minervasearch.com)