

Candidate Brief



Vice Principal – Enterprise
and Knowledge Exchange



Vice Principal – Enterprise and Knowledge Exchange

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Introduction



Throughout a history spanning more than 100 years, SRUC has demonstrated an outstanding tradition of innovation, partnership and growth to support resilient rural economies and communities.

The changes and opportunities facing the rural sector here in Scotland and the UK – not least as a result of Brexit – are once in a lifetime, while the complexity of feeding the world’s exploding population demands truly game changing action.

SRUC is in a unique position to respond and, to ensure we are able to do so, we have embarked on a bold and ambitious journey. It involves building on our history of adapting to continuous change so that our contribution to sustainable, innovative and competitive rural economies remains relevant and has a sustainable high impact.

Our central purpose is to promote greater sustainability of our natural resources, and of the sectors that build the skills to deliver this for the benefit of Scotland as a whole.

Join us.

Wayne Powell

Wayne Powell
Chief Executive and Principal – SRUC

Our origins

SRUC is a specialist higher education institution delivering tertiary education, research and consultancy, created in October 2012 from the merger of Barony, Elmwood and Oatridge Colleges with the Scottish Agricultural College (SAC) as the host institution.

We currently operate our main education activities from six SRUC campuses across Scotland – **Aberdeen** (Craibstone Estate, Aberdeen), **Riverside** (Ayr), **Barony** (Parkgate, Dumfries), **Edinburgh** (King’s Buildings, Edinburgh), **Elmwood** (Cupar, Fife), **Oatridge** (Ecclesmachan, West Lothian) and also deliver teaching in collaboration with the **Glasgow Botanic Gardens** (Glasgow).

You can see SRUC’s evolution from 1900 to the 2012 merger below; we are a young institution with a long heritage:



Who we are

Our Vision: Scotland's Enterprise University at the heart of our sustainable natural economy

Our Mission: Creating and mobilising knowledge and talent. Partnering locally and globally to benefit Scotland's natural economy.

These reflect the importance of the work that we do in helping meet the global grand challenges, in responding to the climate emergency, and in collaborating on unprecedented levels to make the changes that our sector is capable of. Our Vision and Mission translate not only to the global, but to the national, and local scales. Given that SRUC's footprint reaches into many of the more remote and rural areas of Scotland, then our role as an anchor tertiary institution, that understands deeply the communities and regions within which we sit, is critical.

Our specialism is the Natural Economy, taking a systemic approach, maintaining a customer focus, and embracing new ways of working.

The Natural Economy is defined as comprising six sub-sectors that either directly use, rely or contribute to conserving natural resources, namely: tourism, food and drink, fishing and aquaculture, agriculture, energy (including renewables), and forestry, logging and manufacture of wood.

In 2018, the natural economy contributed £29.1 billion gross value added (GVA) to the Scottish economy – more than a fifth of its total – and employed 290,100 people. This equates to 11 per cent of all employment across Scotland. Whereas most of the GVA generated by the natural economy is due to energy, employment is more evenly distributed across tourism, agriculture, energy, and food and drink. Nature-related tourism made the largest contribution with over 87,000 jobs.

We see significant opportunities for SRUC in providing the required present and future innovation and skills for the rural industries that we support. These are:

- Sustainable land use and custodianship
- Carbon-positive farming
- Nature-based solutions
- Driving sustainable food and energy production
- Agri-food systems supporting public health and social inequalities
- Digital technologies and innovation in farming, food and health
- Bridging the rural and urban interface
- Working at the interface of human, animal and environmental health
- Sustainable diets for the people of Scotland and beyond
- Building a circular rural economy
- Synthesis of evidence and policy
- Future-focused education and skills portfolio.



Vice Principal – Enterprise and Knowledge Exchange

SRUC wishes to appoint an outstanding, dynamic leader to the newly created position of Vice Principal: Enterprise & Knowledge Exchange. SRUC has ambitious plans to significantly enhance and develop its business-led research/enterprise portfolio, and foster an aligned entrepreneurial culture. The UK government's Research and Development road map, UKRI's strategy, and the Scottish Funding Council's sustainability and coherence review all support this direction of travel for SRUC.

The new VP will play a leadership role in shaping and developing SRUC enterprise and knowledge exchange activities and growing our external mission orientated research income. This will include: maximising opportunities from SRUC's capacity and capability, drawing on our facilities, infrastructure and people, driving knowledge exchange and our place based agenda through attracting new investment, partnerships and collaboration.

We are seeking an inspirational leader, attuned to both political and commercial imperatives with the proven ability to translate business and societal goals into tractable research and innovation projects. Identifying and facilitating new and novel funding/investment sources and opportunities in the broad domain of the Natural Economy will be a key part of the role.

Accountabilities in this role:

- **Identification of strategically-aligned enterprise opportunities**
- **Lead SRUC's knowledge exchange strategy**
- **Lead on SRUC engagement and leadership in developing SFC initiatives on innovation, entrepreneurial activity, research pooling and knowledge exchange**
- **Facilitating new relationships with industry and inter-disciplinary research collaborators**
- **Leading development and expansion of SRUC's intellectual property portfolio**
- **Responsible for the strategic optimisation and alignment of the expertise, facilities and infrastructure of SRUC to external opportunities.**
- **Leading and developing SRUC's knowledge exchange strategy**
- **Provide evidence based advice and support for businesses on the natural economy**
- **Development of new contracts to support wider economic transformation around SRUC's domain expertise in the natural economy**
- **Developing and driving SRUC's enterprise partnership portfolio**
- **Grow a resilient and diverse pipeline of new and additional mission orientated research income (i.e out-with core REF research activities)**
- **Supporting the development of scalable business interactions with internal research groups**
- **Lead SRUC's place based agenda**

This position will lead the business-led research income generation activities, working to drive engagement with a broad range of partners from Government agencies to industrial and commercial clients, resulting in increased external income generation. It is responsible for: identifying & developing potential research & enterprise income sources, promoting these opportunities to relevant colleagues, supporting staff in preparing grant and commercial applications.

You will manage enterprise projects and support the implementation of activities for the effectiveness of enterprise processes. You will also work collaboratively with colleagues in developing links with local, regional, national and international research and educational bodies in the context of enterprise led projects.

Scope of role

To play a key role in establishing a research enterprise culture across the SRUC. You will ensure the delivery of SRUC's external income generation targets, through the development of an effective portfolio of support and partnership working with, and for, stakeholders across SRUC, monitoring and reporting on business led research & enterprise:

1. To lead and develop SRUC's knowledge exchange strategy and aligned delivery plan (working in close collaboration with VP Consultancy & Commercial Services).
2. To develop the SRUC's business-led research income portfolio both in Scotland, the UK and globally, in line with strategy.
3. Lead on SRUC engagement and leadership in recently announced SC initiatives around next generation pools and an innovation centre, based around the natural economy and entrepreneurial campuses.
4. To have a full understanding of the importance of research impact and utilisation, given SRUC's focus on translational research impact and sector positioning with SMEs and industry.
5. To support the Principal/CEO in presenting strategic income generation plans and analysis.
6. To maintain knowledge of the external funding and commercial context, including available income sources and eligibility criteria by networking, analysis of appropriate literature and liaison with funders (e.g. Research Councils, UKRI, Scottish Government, European Union, co-operatives, commercial and industrial clients etc).
7. To lead and develop SRUC's translational impact agenda.
8. To ensure that all SRUC resources help drive knowledge exchange innovation and public policy in domains that reflect external drivers including net zero, the green economy, land use, enhancement of biodiversity and the natural economy.
9. To identify and develop enterprise opportunities.
10. To disseminate complex information in such a form to ensure the understanding of colleagues, including through workshops, surgery sessions and one-to-one coaching. Pro-actively identifying opportunities that align SRUC expertise with appropriate opportunities, establishing a research enterprise culture across the institution.
11. To scrutinise and critique enterprise grant applications of major strategic and financial importance to the institution, advising and coaching staff on improvements leading to increased success rates.
12. To ensure efficient service delivery for business-led research income generation processes.
13. To conduct risk assessments, where appropriate, in particular for large research & enterprise projects.
14. To be responsible for undertaking continued professional development ensuring skill levels relating to research & enterprise best practice are kept up to date.
15. To establish contacts with the national & international academic community, including external research networks and funding councils, building relationships to increase collaborative working opportunities. This activity will enhance the reputation of SRUC leading to increased income generation opportunities.
16. To actively represent Enterprise on appropriate committees of SRUC, presenting papers and leading where appropriate.
17. To develop, prepare and deliver training, CPD and briefings to staff on issues relating to external income generation.
18. To analyse complex information on research & enterprise activity, to manipulate data and interpret it for Principal/CEO, including KPIs, targets, competitor scanning and benchmarking.

Dimensions

As a member of the Executive Leadership Team, you will be accountable to the Provost and Deputy Principal but will work mainly autonomously and will be responsible for driving culture change through collaborative working across the Executive Leadership Team.

You will be responsible for overseeing an initial review of all resources, processes and structures required to deliver on key strategic priorities and outcomes and will have overall responsibility for the budget management of an integrated function and accountability for delivery of a Business Plan which aligns to strategy and which identifies key performance measures.

The role encompasses a focus on Scotland's rural sector/economy together with a global, international dimension.

Person Specification

| Competencies | Essential | Desirable |
|----------------------------|---|--|
| Education / Qualifications | <ul style="list-style-type: none"> Research degree or relevant experience at minimum of doctoral level | |
| Skills / Abilities | <ul style="list-style-type: none"> Ability to negotiate complex project arrangements Ability to identify research opportunities and formulate strategic responses Ability to build and grow effective networks Confident Innovate and enterprising Results driven Highly organised and able to prioritise workload Projects a professional image at all times Adaptable and flexible within a team environment | <ul style="list-style-type: none"> Ability to advise on the development of funding proposals |
| Experience | <ul style="list-style-type: none"> Experience of developing and securing research and similar funding applications Successful personal grant funding or securing funding in a commercial environment Experience of building and growing relevant external networks Experience of leading a team and delivering results through others | <ul style="list-style-type: none"> Experience of development and submission of commercial tenders |
| Knowledge | <ul style="list-style-type: none"> Strong working knowledge of research & enterprise funding sources and mechanisms, including project budget and costing | |
| Other Requirements | <ul style="list-style-type: none"> May be required to work the occasional evening and weekend Must be able to travel between sites | <ul style="list-style-type: none"> Driving license valid in the UK |

Personal Attributes

The Vice Principal – Enterprise and Knowledge Exchange will have a strong personal commitment to higher and/further education, research and commercial consultancy and have empathy with the values, aims and objectives of SRUC. S/he will share SRUC's vision and aspirations of national and international excellence and will understand the multiple underpinning academic and economic drivers needed to underpin this. Individual members of the Executive Management Team and the team collectively should at all times conduct themselves in accordance with the accepted high standards of behaviour in public life, which embrace selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Remuneration

This role is remunerated at a level to attract high calibre candidates.

Application Process

Aspen People Ltd. have been appointed to support SRUC with the recruitment of the Vice Principal – Enterprise and Knowledge Exchange. To apply, please upload your application (CV, covering letter and equal opportunities form) by clicking [HERE](#). All applications must include the following:

- **A full CV with your education and professional qualifications and full employment history, where possible giving details of budgets and numbers of people managed, relevant achievements in recent posts.**
- **A short covering letter of no more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and key competencies as detailed in the candidate brief.**
- **Current remuneration and contractual notice period.**
- **Names of at least three referees. Please note, referees will not be contacted without your prior consent.**
- **Please provide day time, evening and mobile telephone numbers, together with an appropriate, confidential and acceptable e-mail address for all correspondence relating to your application.**

You should receive an automatic acknowledgment of your application – if you do not, please contact **Melissa Scholes** on **0141 212 7555**.

Contact Information:

Should you wish to have an informal, confidential discussion about the post, please contact: **Donogh O'Brien** at Aspen People Ltd on **0141 212 7555**.

Closing Date:

The closing date for all applications is noon on **Monday 10th January 2022**

Interviews:

Candidates selected for interview will be individually informed in writing. Interviews and assessments will be conducted as below:

Longlist Interviews - w/c 24th January 2022

Assessment Centre - w/c 31st January 2022

Shortlist Interviews - w/c 14th February 2022 – candidates may be asked to prepare a short presentation as part of this process.

If you are aware that you are unable to attend for interview on the above date, please inform us at the earliest possible opportunity.



Equal Opportunities Policy Statement:

It is the policy of SRUC to provide equality of opportunity for all applicants for employment and for all its employees.

This policy of equal opportunity will apply regardless of a person's gender, age, marital status, parental status, race, colour, nationality, ethnic origin, religious beliefs, HIV status, sexual orientation, gender identity, gender reassignment, transsexualism or physical or mental disability, or any other inappropriate distinction.

SRUC is committed to the development and use of employment procedures and practices, which do not discriminate and which will provide genuine equality of opportunity for all employees.

Links to Supplementary Information on SRUC and SAC Consulting

The following additional links may be of particular interest for this role.

SRUC

The SRUC website, www.sruc.ac.uk, provides a significant amount of information about the organisation which may be of interest to prospective candidates.

About SRUC: <https://ww1.sruc.ac.uk/connect/about-sruc/>

SRUC Annual Accounts to 31 March 2019:

https://ww1.sruc.ac.uk/media/8d8e2ee68c5d808/annual_accounts_to_31_march_2019.pdf

Information on the current Boards and Principal & Chief Executive:

<https://ww1.sruc.ac.uk/connect/about-sruc/policies-compliance/governance/>

SRUC Education

Courses and training overview: <https://ww1.sruc.ac.uk/courses-training/>

SRUC Research

Research overview: <https://ww1.sruc.ac.uk/research/>

SRUC Business Services

Business services overview: <https://ww1.sruc.ac.uk/business-services/>

SAC Consulting

SAC Consulting Overview: <https://ww1.sruc.ac.uk/sac-consulting/>

Edinburgh

Edinburgh Guide: <http://edinburgh.org/>

Property in Edinburgh: <https://www.zoopla.co.uk/discover/buying-area-guides/living-in-edinburgh/>

What it's like to live and work in Edinburgh: <https://espc.com/useful-info/buying-a-property>

Public Transport in Edinburgh – Buses: <https://www.lothianbuses.com/>

Travel in Scotland: <https://www.travelinescotland.com/>