Executive Summary

Founded in 1967, the University of Stirling was the first genuinely new university in 400 years and retains its pioneering spirit and passion for innovation and excellence in teaching, learning and research. It is one of the UK’s leading research universities in the fields of health and wellbeing, the environment and people, culture and society, enterprise and the economy, and sport. Less than an hour from Glasgow and Edinburgh, and set in one of Europe’s most attractive campuses boasting a loch and an 18th century castle, the University has approximately 11,600 students, 1500 staff and an annual turnover of c. £105 million. The University is renowned for its innovative and flexible approach that places students at the heart of its thinking and the city of Stirling was recently judged as having the best student living experience in the UK.

The University was one of the first to create a merged library and IT services function and the new Director will have responsibility for an exceptional range of high quality services. Reporting to the University Secretary you will be charged with developing and delivering an Information strategy that meets the high expectations of an ambitious university and a diverse range of customers and stakeholders. In particular you will need to develop sustainable and leading edge services to the whole of the University whilst achieving efficiency and value for money in the management of the University’s resources. You will be a key member of the University’s senior management team and have operational management responsibility for a significant sized department and budget. As a senior manager you will also be expected to play a full role in ensuring the University achieves its broader corporate objectives.

A career IT professional with a strategic mind-set you will have a full appreciation of the technological issues and opportunities faced by large and complex organisations in highly competitive markets with a diverse range of customers. You will have significant senior management experience of delivering modern, high quality and flexible information services and a track record of modernisation and service improvement. In addition to your technical skills, you will be both visionary and pragmatic in your approach and you will need to be able to demonstrate an impressive range of interpersonal and inspirational leadership capabilities. Naturally collegiate and customer focused, you will be adept at building effective and positive working relations with both internal and external stakeholders.
The University of Stirling

A formidable seat of learning where ability, not background, is valued

Founded in 1967, the University of Stirling is the only completely new Scottish institution to be founded since the University of Edinburgh in the 16th century. In this vein the University maintains a pioneering spirit and a passion for innovation which it applies to its research, teaching and the quality of its learning opportunities.

The University of Stirling is an internationally renowned, research-led institution whose progressive values, friendly campus ethos and stunning natural situation offer its students an exceptional educational experience.

With Disciplinary strengths noted for their relevance to improving lives, Stirling is one of the UK’s leading research universities in the fields of health and wellbeing, the environment and people, culture and society, enterprise and the economy, and sport.

Principal Professor Gerry McCormac took up post in May 2010 and has been working with his senior team to drive an improved culture of ambition in research, improving the student experience, income generation, cost effectiveness and interdisciplinary collaboration. To facilitate this, academic departments have been re-shaped into eight Schools, and the University has made a number of professorial appointments to provide academic leadership and performance management to the Schools to develop their academic profile and nurture interdisciplinary innovation.

Stirling is a research-led institution with three-quarters of its research judged “Internationally Excellent” and “Internationally Recognised” in the RAE 2008, with 10% judged to be “World-leading”. Stirling is also the largest provider of higher education in the less accessible parts of Scotland via its campuses in the Highlands and the Western Isles.

Additionally, Stirling has a growing international profile with collaborations in China, Oman and Vietnam, as well as the successful Institute for Retail Studies in Singapore.

Moreover, Stirling retains a strong commitment to widening access within the higher education sector, welcoming large numbers of students from state secondary education and further education backgrounds. A big attraction for students is the close-knit community ethos that prevails on Stirling’s 310-acre campus, with academic activity centred on health and wellbeing, culture and society, environment, enterprise and economy and its renowned national Centre for Sporting Excellence in Scotland.

Stirling’s truly stunning loch-side campus is home to c 11,600 students, comprising just over 8,200 undergraduates and over 3,000 postgraduates, with more than 116 nationalities represented on campus.

The University:
- Conducts world-class research that makes a positive contribution to society, the economy, the environment, culture and sport
- Promotes and enhances student learning through innovative teaching programmes with a clear focus on real world needs
- Benefits wider society through broad-based access to educational opportunities
- Provides an attractive, supportive and caring environment for students and staff
- Ensures that the wider community and partner organisations can benefit from its expertise, services and facilities.

A University at the heart of Scotland

Stirling is at the geographical heart of Scotland and has a reputation as one of the most attractive places to live in the UK. The city is a thriving, compact and welcoming community and boasts a wide range of commercial and cultural facilities. Stirling also has excellent direct rail and road links to the rest of Scotland and the UK. London and Europe’s other capitals are a short trip by air from Edinburgh and Glasgow, both of which are within easy reach of Stirling.

For further information about the University of Stirling visit: [www.external.stir.ac.uk/](http://www.external.stir.ac.uk/)
In 1989 Stirling was one of the first universities in the UK to create a merged Library and IT services organisation, designed to deliver a high quality, cost effective range of services. This has also been the base for an exceptional range of high-quality service developments in support of the University’s research and learning mission.

In the last year the University has published an updated Information Strategy 2013-2016 to reflect the activities required to deliver the implementation of the University Strategic Plan 2011-2016 - Education Founded on Innovation and Excellence. The Information Strategy sets out the key challenges in responding to an IT and scholarly information landscape in a state of flux. These include in particular:

- Changes in the scholarly publications model, especially open access
- More formal requirements for research data management
- Growth in demand for study spaces
- Growth of e-books
- Consumer-led IT predominating over business-led IT - expectations and use of mobile devices and the effect of social media and social approaches to IT
- The impact of “Cloud” / shared services
- Data centric approaches to business systems

Information Services is currently organised into a number of Teams, as shown in the Organisation Chart at the end of this document, with responsibilities as follows:

- Library Liaison and Development: LLD staff liaise with academic areas in order to identify and address the library needs of staff and students. Several small teams are each focussed on working with a particular group of academic disciplines
- eLearning Liaison and Development (comes within the Academic Liaison and Development Team): promotion of effective e-learning across the University
- Highland Health Sciences Library: based in Inverness providing an integrated library service to both University staff and students and the NHS in Highland Region
- Library & IT Enquiry Services: LITES comprises the lending and enquiry functions of Information Services, including the Information Centre and Lending Services in the Library providing the “front desk” operation of IS.
- Library Content Management: this team is responsible for the procurement, description and maintenance of the Library’s collections, books, journals, CD-ROMs and electronic resources.
- Graphics & Print Services: central print service to the University
- Business Systems Development & Support: BSDS provides a development and support service for the University’s business IT systems (such as Portal, Finance, Student Records, Human Resources and Business intelligence)
- Systems & Networks: the team is responsible for the University’s core IT infrastructure including servers, data storage, network cabling and equipment
- Information Technology Client Systems: support of desktop technology for staff and students. Development and support of high quality learning space technology.

Information Services currently has over 100FTE staff and an annual budget in excess of £6.5m.
Role Specification

Job Title: Director of Information Services
Location: Based at Stirling Campus but also responsible for staff at Highland Campus
Reports to: The University Secretary
Responsible for: Senior Management Team within IT Services and University Library
Role Outline: To provide leadership and management of the integrated Information Services and University Library

Knowledge and Skills:
- To provide strategic leadership for Information Services, and to co-ordinate the development and lead the implementation of a University information strategy supported by clear planning and delivery targets
- To initiate and lead the University’s strategic development of the application of information technology to all areas of the University’s activity
- To ensure the efficient and effective utilisation of the University’s information infrastructure
- To lead the enhancement of the quality of services provided to students and staff through a commitment to continuous improvement and customer feedback
- To direct the human, financial and physical resources of Information Services to ensure that they are effectively utilised and operate within budgets set by the University
- To contribute to the formulation of University-wide strategic plans relating to learning, teaching, research and infrastructure development so as to ensure that the contribution of Information Services is taken into account in support of the University’s wider mission
- To propose key developments in the field of Information Services to ensure continuous improvement of the quality of service provided by Information Services to the University
- To build and maintain effective relationships with other Service Directors, Heads of School and senior academic staff to ensure that Information Services remains responsive to the needs of all parts of the University
- To participate in Scottish and UK-wide networks as appropriate in order to retain a presence and to represent the University externally

The Terms and Conditions of Employment are available as a separate document on: www.edenscott.com/universityofstirling
Person Specification

An expert in the field of Information technology, the successful candidate will have significant experience of working in large, complex organisations at a senior management level and have an ability to appreciate the current IT challenges faced by modern research-intensive institutions.

In addition to technical skills, the successful candidate will also need to be able to demonstrate an impressive array of interpersonal and leadership abilities. Customer focused, dynamic and an inspirational leader, you will also be adept at developing effective working relations with a range of internal and external stakeholders.

Experience and knowledge

Essential

- Education to degree level or equivalent with a strong track record of achievement in the broad field of Information Services, ideally with knowledge of both library service provision and information technology
- A demonstrable track record of management and leadership experience gained at a senior level within a large and complex organisational structure
- Ability to demonstrate vision, passion and proven ability to provide management, inspiration, motivation and drive to a large team of professionals
- A thorough knowledge of national and international benchmarks for IT infrastructure to measure fit-for-purpose delivery in the 21st century in a progressive University
- Substantial experience of leading and managing an information and systems technology function within a large, complex and diverse organisation

- Ability to demonstrate a clear understanding of the strategic role of Information Services within the University environment
- Experience of developing strategy at a very senior level
- Excellent interpersonal, written and verbal skills
- Ability to think strategically, creatively and analytically
- High level of professional credibility with the influencing skills required to develop strong alliances and partnerships both internally and externally through networking, political and relationship building
- An ability to translate vision into strategy and success
- Experience and ability in financial management

Desirable

- Post Graduate qualification
- Experience of working in Higher Education at a senior level
- Knowledge of issues facing Higher Education
**Person Specification (Continued)**

**Skills and abilities**
- Ability to demonstrate a clear understanding of the strategic role of Information Services
- Ability to demonstrate a clear understanding of Information Technologies as well as library functions
- Excellent communication skills
- Ability to demonstrate substantial experience of developing and improving IT infrastructure, preferably in Higher Education
- Ability to communicate and co-ordinate multiple tasks simultaneously in a complex and dynamic organisation, ensuring an effective balance between internally and externally facing activities
- Ability to think strategically, creatively and analytically
- Strong organisational and planning skills
- Ability to motivate others
- Ability to work on tasks independently, as well as working effectively within a team
- Ability to identify problems and recommend solutions and new procedures
- Ability to maintain confidentiality

**Behaviours**
- A natural relationship builder with the gravitas, skill and confidence to network and negotiate at a senior-level both within and outside the University of Stirling
- A lateral thinker with the ability to develop creative and appropriate strategies to engage and build relationships
- Strong independent and group decision-making skills
- High level of initiative
- Attention to detail, enthusiastic and with a commitment to high professional standards in all areas of work
Candidates are asked to provide two supporting documents:

- A full and current CV, detailing most recent appointments, salary and level of responsibility;
- A brief Application Statement, outlining and entitled, ‘The relevance of my individual achievements to the position of Director of Information Services at the University of Stirling.’

Please ensure you have included all relevant contact details including work and home telephone numbers, email address and full postal address. You must also complete the Equal Opportunities Monitoring Form (available as a separate download on www.edenscott.com/universityofstirling).

Finally, please provide the details of three referees (one of whom should be your current employer) including name, nature of relationship, position and telephone contact details. If you do not wish any referees to be contacted without prior permission, please clearly indicate this.

Applications should be sent to:
Alan Walter
Eden Scott Executive
26 St Andrew Square
Edinburgh
EH2 1 AF

Or via email to:
alan.walter@edenscott.com

Key Dates for your dairy:

Closing date for application:
Closing date for applications is Friday 21 February

Preliminary interviews with Eden Scott:
Week commencing Monday 24 February

Formal Interviews and final processes:
Late March / early April 2014

Further information:
www.edenscott.com/universityofstirling

Key Contacts:
Alan Walter—Head of Executive Search
Tel. 0131 550 1148
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