Introduction

The University has been very successful in meeting its mission and as a result has grown rapidly to about 30000 students. It sees itself as the local University of choice for students and employers for the East of England providing higher education, economic and cultural support to the communities of the region. The characteristics of the University are: a commitment to extending the opportunities of a University education through accessibility; a flexible and modern curriculum which is responsive to individual needs and prepares students for employment; a focus on students; and, high professional standards. APU has 25 partners in the East of England through which it delivers higher education locally and which, together with the University, forms the Regional University Partnership.

Our mission statement is:

"What APU believes

Our University should work for you.
People should be given the opportunity to realise their ambitions.
Potential has to be recognised before you can develop it.
Accessibility need not come at the expense of quality.
Education should be relevant to both life and work.
You have to connect with the world of work to understand it.
We should contribute to the future prosperity of the region.

The University and You

Our University should work for you.
We treat people as individuals, not statistics.
We welcome people who want to get on.
We identify individual promise and then cultivate it.
We add context, meaning and direction to talent.
We prepare people for life and work, not just exams.
We genuinely connect with business, the professions and the public sector.
We take a real pride in our work, our people and the communities of which we are a part."

This is summed up by the words 'The University that works for you' appearing with the University's logo.

The University is about to experience huge changes as a result of ambitious capital developments, and the opportunities for new curriculum development.

Key objectives are:
• Extending access to higher education to all who can benefit;
• Continual enhancement to the quality of its teaching;
• A stronger performance in research, based on a strategy consistent with the University’s mission;
• The development of an effective style of teaching across the University which is consistent with its mission, with developments in technology, and with the nature of the subjects taught;
• A flexible curriculum consistently developed to respond to need, and to encourage enterprise;
• Maintaining and improving a strong track record in the employment of its graduates, and service to employers in the East of England;
• Improving the retention of students;
• Enhancing recognition of the University's brand;
• Creating a modern and attractive physical environment, fit for purpose.

General Information

The University has a long antecedent history. In 1858 a group, which included John Ruskin and Prince Albert and had been establishing art colleges across the country, founded the Cambridge School of Art. In the last decade of the 19th century a school for vocational studies was established in Chelmsford. These are the antecedents of the present University which preserves the long tradition of education adapted to the social and economic requirements of the area.

The University was first established as a Higher Education Corporation under the Education Reform Act in 1989 as Anglia Higher Education College, bringing together the former Essex Institute of Higher Education in Chelmsford and The Cambridgeshire College of Arts and Technology in Cambridge. In 1991 the College was granted polytechnic designation by the Secretary of State. Under the HEFE Act 1992 along with all other polytechnics it was granted university status. In June 1992 the Privy Council approved the name Anglia Polytechnic University (APU).

APU aims to be the local university of choice for students and employers for the East of England, serving Essex, Cambridgeshire, Norfolk, Suffolk and adjacent parts of Bedfordshire, Hertfordshire and London. The University provides higher education, economic and cultural support to the communities of this region.

This is a fast moving University where things are decided and happen quickly. There is a deeply held commitment among staff to their students, and to offering a University education to all who can benefit, particularly people drawn from the communities of the area and those who might otherwise encounter difficulties in obtaining a University education.

The University aims at a curriculum that is distinctive and adaptable to individual needs and the requirements of the regional labour market where it traditionally has deep roots. It developed early in its history a University-wide modular programme, based on the principles of credit accumulation and including the accreditation of prior learning, and of work based learning. It is also developing techniques of distance and other flexible learning. Its long experience in these developments means that it has refined and perfected them over time. It has learnt the art of combining modernity with maintaining standards, and flexibility with coherence. The challenges are to maintain the vigour of this focus and to extend opportunities for a University education yet further into the community.

Location

The main campuses of the University are in Cambridge and Chelmsford in Essex.
The campus in Cambridge is in East Road in the centre of the city. Over 11,000 of the total student body are based in Cambridge: 46% of these are full-time undergraduates. The site has grown up piecemeal during the last 100 years, so it is now crowded and lacks coherence. The University has taken the strategic decision to maintain the East Road site as a long term base within Cambridge, and has embarked on major capital developments which will improve the facilities and appearance of the site, unlocking the possibility of much better organisation of services.

There are two campuses in Chelmsford. The original site of the institution is in Victoria Road South at the centre of the town adjacent to the station. The University is in the process of selling this site and moving the facilities to a large 25 acre site at the Rivermead campus 10 minutes walk from the centre of the town, which the University has been developing as a modern University campus since 1994. The new Michael A Ashcroft building, which houses the Ashcroft International Business School, opened during 2002/3 and the next phase of development is underway. More than 14000 students are based in Chelmsford, of whom 66% are part-time. The move of the Chelmsford-based University provision to Rivermead is expected to be completed in 2006.

The University has small outlets in Benfleet, Southend and Colchester. It also has partnerships with 25 other institutions, mostly FE colleges, throughout the East of England where University programmes are delivered locally. About 4600 students are undertaking part-time or full-time courses in these locations as part of a strategy to develop a regional network of provision.

Structure, Governance and Resources

APU is incorporated under the Education Reform Act as a Higher Education Corporation. The University is also an exempt charity and has an annual turnover of c. £94m.

The Board of Governors (The Board) is the executive governing body, responsible for the finance, property and staffing of the University. The Board has a maximum of 25 members, with a majority of independent members, and is currently Chaired by Mr Colin Day. Other members include the Vice Chancellor, three staff members and the President of the Students Union.

The Board is assisted by a number of sub-committees, including the Management Board that meets 10 times a year and initially handles much of the Board’s detailed work.

The Vice Chancellor, Prof David Tidmarsh, is the University’s Chief Executive and has general responsibility to the Board for the organisation, direction and management of the University. He is based in Chelmsford and has an office in Cambridge. Other members of the Directorate are the Deputy Vice Chancellor, who will be retiring later this year and will not be replaced, three Pro Vice Chancellors, the Director of Finance, and the Secretary and Clerk to the Governors. The Directorate meets twice monthly.

The University is currently organised into eight subject-based schools and the Graduate School, each headed by a Dean. The subject-based schools are: the Ashcroft International Business School; Applied Sciences; Arts and Letters;
Community Health and Social Studies; Design and Communication Systems; Education; Healthcare Practice; and Languages Law & Social Sciences. The University is currently reviewing this structure.

The academic authority within the University rests with Senate, Chaired by the Vice Chancellor, and with the Pro Vice Chancellors as ex officio members. Senate is responsible for academic developments in research, scholarship and teaching; and the establishment of criteria for the admission of students, the appointment of external examiners, the assessment of students, the structure of the curriculum, quality assurance, and the award of degrees and other qualifications, including honorary awards.

The University has recently established five Regional Faculties, which bring together all the staff throughout the constituents of the Regional University Partnership as members of the appropriate Faculty. Some Regional Faculties are Chaired by an APU Dean of School.

**Management Structure of the University**

The academic management of the University is currently divided between the Institute/Schools under the Deans answerable to the Vice Chancellor and Deputy Vice Chancellor. Five Schools (Community Health and Social Studies, Business, Languages Law and Social Sciences, Design and Communication Systems and the Graduate School) operate across both main campuses. Two Schools (Applied Sciences, and Arts and Letters) are exclusively based in Cambridge; and the remaining two in Chelmsford (Education and Health Care Practice).

At both of the main campuses a Dean of Students is responsible for managing all student support services; and a Director of Campus Services manages all campus-based academic administrative services. The Dean of Students and the Director of Campus Services report to their respective Pro Vice Chancellors who are also the Campus Directors.

The central service units of the University are currently:

- Academic Office
- Admissions and Recruitment
- Communications and Information Technology Services
- Enterprise and Innovation
- Estates
- Finance
- Human Resources
- International Office
- Marketing
- Media Production
- Office of the Secretary and Clerk
- Regional Office
- Ultralab
- University Centre for Accreditation and Negotiated Awards
- University Centre for Learning and Teaching
- University Library
- Vice Chancellor’s Office
These central units report variously to members of the Directorate. The University is currently reviewing these units and this may result in the consolidation of some of them into larger units.

Students and Programmes

APU has grown rapidly. When it was established in 1989 as an independent higher education corporation there were about 7000 students. It now has over 30,000 students. 58% of these are part-time and 70% are mature students.

The students are diverse in age, mode of study and educational background. The University has deep roots in the local community, although it recruits students from all over the United Kingdom and from abroad. 23% of full-time students come from 120 countries outside the United Kingdom; but 66% of students come from the counties of Cambridgeshire, Essex, Hertfordshire, Bedfordshire, Norfolk, and Suffolk, and the East London Boroughs. The University regards these counties and London boroughs as the heartland of its mission. The participation in the University of students from the target groups is high. 95% of young full-time undergraduate entrants in 2000/01 were from state schools or colleges and 34% from social classes IllM, IV and V. It is a strategic priority to recruit even more students from economically deprived groups within the region.

The University offers a diverse range of subjects and courses including arts and humanities, business, law, applied sciences, social sciences, engineering, built environment, teacher education, IT, nursing and midwifery. All the programmes offer flexible learning opportunities and choice, with a credit based modular curriculum. Programmes and awards are offered at all levels from sub-degree to full doctorate. There are approaching 400 research students currently registered with the University.

APU is constantly reviewing its course provision to maintain its innovative range of programmes. The emphasis is on preparation for the world of work.

The University does not aspire to be a research intensive institution but it does expect all academic staff to engage in research and scholarly activity. It interprets research in broader terms than that currently used for Research Assessment purposes, and encourages staff to undertake consultancy, action research, or support Knowledge Transfer Partnerships (formerly Teaching Company Schemes) and the like. Nevertheless it is the policy of the University to raise progressively its research profile, and thus improve considerably on its research rating in the next Research Assessment Exercise or successor scheme.

Financial Overview

The accounts for year ended 31 July 2003, show group income for APU of £93.6m, a historical cost surplus of £865k, net assets of nearly £62.5m and an accumulated surplus of over £19m.

Around 47% of the University’s income is from the funding councils, 13% from the NHS, 18% from tuition fees, and 10% from research and consultancy.

In common with other universities, core teaching funds have been declining in real terms while costs have been increasing at a much faster rate. Although the University
has been successful at finding new sources of income – including awards for additional funded numbers from HEFCE – these cannot keep pace with the projected funding gap, and it is necessary to reduce the cost base by around £2.5m p.a.

The University has a capital development plan of about £50m. This will be funded from a small HEFCE grant, the proceeds of land sales, use of some surpluses, borrowing and an appeal.

The Governors give a high priority to meeting recruitment targets and finding new and innovative sources of income.

Human Resources

APU employs around 1700 staff, of whom some 700 are academic and research staff.

The University has a strong commitment to the importance of HR work supporting corporate goals and can point to a track record of HR developments. There is a strong focus on staff development, equal opportunities and performance management. Additional funding from HEFCE is assisting with implementation of our strategies for rewarding and developing staff, but nevertheless the agenda will be challenging over the next few years.

In April 2003 APU achieved Investor in People (IiP) recognition for the University as a whole. Prior to this, all Schools and central units had successfully met the IiP standard on an individual basis.

Two trade unions are recognised - NATFHE for academic staff, and Unison for support staff. Formal consultations and negotiations between management and staff about collective issues relating to employment are carried out through separate Joint Consultative and Negotiating Group meetings for each staff group. APU is proud of its good record for maintaining harmonious employee relations, even during those periods when some difficult ‘business’ decisions have had to be implemented.

The Estate and Capital Strategy

Cambridge

The Cambridge campus extends over nine acres east of the City centre. There is a shortage of space on the campus that is currently being resolved by leasing accommodation off-site. For historical reasons parts of the campus consist of a somewhat incoherent assembly of individual buildings lacking a strong identity and image. Against this background, however, an exciting development plan has emerged.

The Board of Governors has already agreed proposals for capital investment which include a 4,000m2 extension to the Helmore building due for completion later this year.

The University has launched an appeal for a new ‘Centre for Creativity and Culture’ on the campus. The project cost is estimated at around £9m.
Essex

The University received a donation of £5m from Lord Ashcroft, an alumnus and Chancellor of the University, towards a new landmark building on the Rivermead campus to house the Ashcroft International Business School. The exciting and innovative design was selected following an international RIBA design competition and was opened in 2003.

Following the completion of the Michael A Ashcroft Building, the University plans to complete the relocation of the rest of its facilities in Chelmsford on the Rivermead Campus in two phases by the Summer of 2006.

Further information about the University can be found on its web site at www.apu.ac.uk

July 2004
### Pro Vice Chancellor, Quality Assurance & Enhancement

#### Person Specification

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<th>ESSENTIAL</th>
<th>DESIRABLE</th>
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<tr>
<td><strong>EDUCATIONAL QUALIFICATIONS</strong></td>
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<tr>
<td>• Masters degree and/or Doctorate</td>
<td>• Appropriate professional qualification</td>
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<td>• Evidence of continuous professional development</td>
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<td><strong>KNOWLEDGE</strong></td>
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<tr>
<td>• Awareness and understanding of the external quality assurance context in HE</td>
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<td>• Knowledge of other HEIs and of a range of approaches to quality assurance and enhancement.</td>
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<td>• Understanding of current APU quality assurance processes</td>
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<tr>
<td><strong>EXPERIENCE</strong></td>
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<tr>
<td>• Management experience at a senior level that has involved successful strategic planning and implementation</td>
<td>• A track record of innovative quality assurance process design and/or implementation</td>
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<td>• Leadership of successful major change processes</td>
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<td>• Development of quality assurance processes to support high academic standards</td>
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<tr>
<td><strong>SKILLS/COMPETENCIES</strong></td>
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<tr>
<td>• Proven leadership and management skills – the capacity to enthuse and inspire, and think analytically and strategically</td>
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<td>• Ability to respond creatively to challenges</td>
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<td>• Independence of mind</td>
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<td>• Excellent communication and interpersonal skills, being able to persuade, influence and negotiate with others</td>
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<td>• Ability to work under pressure</td>
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<td>• Ability to take difficult decisions</td>
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<td>• Results oriented</td>
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<td><strong>PERSONAL QUALITIES/ DISPOSITION</strong></td>
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<tr>
<td>• High standing in the professional and academic community</td>
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<td>• Commitment to APU’s values</td>
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<tr>
<td>• Able to work with others at all levels of the organisation, building trust and purposeful direction for the future</td>
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<th><strong>OTHER</strong></th>
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<tr>
<td>• Flexibility in approach to work and commitment to achieve strategic objectives</td>
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<td>• Good awareness of strategic and financial issues facing HE</td>
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<td>• Willingness to travel</td>
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