

# Candidate Brief

Research and Innovation Services

Director of Economic Development & Commercialisation

November 2022





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“

Thank you for your interest in joining as part of the leadership team in Research and Innovation Services (RIS) as Director of Economic Development and Commercialisation at Durham University.

RIS provides a central professional support role to the whole University community, supporting and enabling the delivery of world-leading research and knowledge exchange. Members of RIS engage in, drive forward and shape a broad mix of activities from research development through to partnerships engagement and research operations. Supported by our new Vice-Chancellor, Professor Karen O'Brien, RIS is undergoing an exciting period of growth and embarking on a wide variety of new projects and areas of operation across the University which require additional capabilities and expertise.

You will find that the RIS community is supportive, collaborative and welcoming. When you join us you will have access to excellent professional development support, mentoring and sector-leading terms and conditions of employment.

If you would like an informal discussion about your ambitions and skills and how they may meet our needs, please do get in touch with our advisers at executive search firm Perrett Laver, via Lucy Platts at [lucy.platts@perrettlaver.com](mailto:lucy.platts@perrettlaver.com).

Thank you for your interest in Durham University and this opportunity. I am looking forward to welcoming new, ambitious, and enthusiastic colleagues to the RIS team over the next 12 months.

”

Professor Colin Bain

**Pro-Vice-Chancellor (Research)**

# About Durham University



## Inspiring the extraordinary

We are a high-performing Russell Group university, and believe that inspiring our staff and students to do outstanding things at Durham enables them to do outstanding things in the world.

We conduct boundary breaking research which improves lives across the world. We challenge our students and value a wider student experience that fosters participation and leadership at Durham and beyond. Our global alumni network - showing leadership in all forms of industry and human endeavour - is deeply committed to the University's advancement.

As we continue to grow, we attract students and staff from a diversity of geographies and backgrounds to our historic part of the world. We contribute to the success of the proud city, county and community that is Durham itself.

## Our core values

We are:



### Inspiring

By stimulating an instinct to challenge, encouraging innovative thinking and taking our responsibilities seriously, we foster a culture that inspires the extraordinary.



### Challenging

Always curious, we challenge ourselves and each other to answer the big questions and create a positive impact in the world.



### Innovative

From creative teaching practices and cutting-edge research to new ways of working, innovation is at the heart of what we do.



### Responsible

We take our duties as a centre of learning, neighbour and employer seriously, embracing all of our different communities and celebrating the differences that make us stronger together.



### Enabling

We create the opportunities, support and freedom for everyone at Durham to become the best they can be now, and in the future.

## Key numbers

<p><b>82<sup>nd</sup></b> in the QS World University Rankings 2022</p>	<p><b>17</b> Athena Swan awards</p>	<p><b>87%</b> of graduates find work or further study within six months of graduating</p>
<p><b>6<sup>th</sup></b> in Complete University Guide 2022</p>	<p><b>6<sup>th</sup></b> in the Times and Sunday Times Good University Guide 2022</p>	<p>Over <b>20,000</b> students</p>
<p><b>5<sup>th</sup></b> in The Guardian 2022</p>	<p>Over <b>185,000</b> alumni Top University for team sports <b>7 years running</b></p>	
<p><b>TEF UK</b> Gold award</p>	<p><b>£79m</b> in research funding Nearly <b>£400m</b> income</p>	
<p><b>33%</b> non-UK students</p>	<p>Over <b>4,300</b> staff members Recipient of the <b>Queen's Award</b> for Voluntary Service</p>	

# Working in RIS

Research and Innovation Services (RIS) is a professional services directorate at the heart of Durham University. We provide expertise and support to academics and colleagues across the university for all research, research-related and knowledge exchange activities.

Our people are our most important asset. Our success is tied to being able to attract, retain and develop outstanding staff from all backgrounds and identities.

We offer an excellent employment package with generous terms and conditions and we are committed to the training and development of our team. Hybrid and flexible working arrangements are available as well as generous leave, and opportunities for volunteering and professional development.

## Our vision

To facilitate world-leading research and knowledge exchange through a high-performing, high-quality service.

## We're growing

With the arrival of our new Vice-Chancellor, we are embarking on a period of significant change, building on existing areas of expertise and developing new areas of delivery.

We are undertaking recruitment in key strategic areas in support of our institutional growth ambitions. Our priorities are strategically and operationally aligned with the University Strategy with a focus on:

- Increasing external research funding
- Enhancing global reputation
- Regional engagement and impact
- Research culture development

## Delivering research excellence

We play a pivotal role in supporting research and research-related activities including research development, securing funding, ensuring good research practice and supporting the professional development of researchers. Over 90% of our research is classed as world-leading or internationally excellent (REF 2021).

## Engaging with industry

We actively partner with regional, national and international organisations making connections to academic expertise, student and graduate talent to support organisations and ensure we deliver real-world impact from the research we undertake.

## Supporting the region

We play a key role in supporting the region to succeed and we are working alongside other civic partners to ensure we maximise the positive impact we have and looking for new innovative solutions to delivery. Our portfolio of industrial partnerships is expanding along with the opportunity for us to support growth and the economy locally.

## Our culture

We are committed to creating a welcoming and inclusive environment where our people feel supported and valued, enabling them to not only succeed, but thrive.

RIS offers a positive, supportive, and constructive working environment. We value the opinions and expertise of our teams, actively seeking input to help shape departmental activities to ensure everyone can deliver to the best of their abilities.

Working in RIS you will get the chance to fully understand and contribute to how our University impacts civic society locally, nationally and globally whilst developing and enhancing your career.

We aspire to bring together enthusiastic, committed people, who are motivated to drive a step-change in research and knowledge exchange performance.

## RIS Senior Leadership Team

RIS operates a distributed management structure with four co-Directors managing the individual areas below:

- Research Development and Operations
- Economic Development and Commercialisation
- Strategic Business Development
- Policy, Systems and Performance

The co-Directors are responsible for managing their defined specific responsibilities and making collective decision-making on strategic plans, with one co-Director taking on the managing and coordinating role to ensure efficient flow of business, planning and to fulfil delegated authority for areas of RIS accountability under University governance. The "Managing Director" role could be held by any of the co-Directors and may rotate among them at the discretion of the Pro-Vice-Chancellor (Research). The Director of Policy, Systems and Performance is expected to serve as Managing Director if requested to do so.

We hope to welcome you to RIS soon.

### Useful links

1. University Strategy 2017-2027 - Durham University
2. Pay and Wider Benefits - Durham University

# Director of Economic Development & Commercialisation

## The role

Reporting directly to the Pro-Vice-Chancellor (Research), the Director of Economic Development & Commercialisation is a senior leadership position which will work closely with colleagues across the directorate as well as senior colleagues in faculties, academic departments, and professional support services.

The post-holder is responsible for providing a service that:

- is well-managed, motivated and respected, both within and outside the institution;
- brings together functions and individuals whose purpose is to support the commercialisation of the University's intellectual assets and develop strategic projects in a manner consistent with prevailing institutional strategy, with the aim of maximising the overall intellectual and financial returns to the University;
- provides an efficient and effective service to the academic community;
- provides effective guidance, support and service delivery, in line with strategy, policy, standards and process, informed by changes and best practice in the external environment; and
- is well-connected with both internal and external sponsors and stakeholders.

This activity is delivered through the leadership of two two sub-teams.

## Economic Development

Durham University is a significant and growing driver of economic growth for County Durham, the North East and the UK. A recent external evaluation concluded that in 2020/21, Durham University generated £1.9 billion Gross Valued Added (GVA) and 17,320 jobs in the UK including £668 million GVA and 10,790 jobs in the North East. The University Strategy sets out to deliver still greater impact and to play a key role as an "Anchor Institution" in the translation of emerging technologies, influencing government policy and enhancing commercialisation opportunities.

The Economic Development team provides a central service for major economic development projects (including capital investment projects) and strategic relationships that deliver intellectual and financial returns to Durham University. This activity is supported by a range of sources, including the shared prosperity funds, national and local government. Core responsibilities include:

- Building upon our role as an anchor institution in the county and wider region, delivering the innovation ecosystem that maximises our ability to commercialise research, support student enterprise

and enhance business engagement with University research.

- Ensuring that the University maximises its opportunities to deliver impact upon the local economy with a particular focus on where our research strengths can deliver economic advantage, raising the profile of the University and underpinning strategic growth.
- Securing economic development funds for strategically important projects that align with the University Strategy.
- Contributing actively to the emerging economic development landscape for the North-East and nationally post-Brexit; helping to shape policy and provide evidence of need and of policy impact.
- Managing partnerships and projects with strategic, reputational or financial impact. Building strong relationships with a range of key partners to establish collaborative working models and to solidify Durham University's presence as an active economic change agent locally and nationally.
- Lead and/or participate in joint development initiatives with the other NE Universities, responding effectively to place-based development opportunities.
- Delivering robust mechanisms for the appropriate management of external economic development funds aligned to university processes.
- Leading the detailed implementation of major strategic projects, translating core concepts into viable propositions. This would include the development and delivery of business cases and proposals (internally and externally), the management of relevant stakeholders and ensuring compliant delivery of the projects.
- Ensuring effective working with other Teams in RIS, sharing information and passing on projects to other teams as appropriate.

## Research Commercialisation

- Leading the University's Enterprise and Commercialisation agenda and delivering the research commercialisation elements.
- Working closely with the Senior Enterprise Manager to support activity in student enterprise and entrepreneurship.
- Managing the University's intellectual property portfolio and developing and delivering business plans and strategies to achieve maximum intellectual and financial returns from these assets.
- Leadership of the Northern Accelerator programme to provide an integrated approach to the commercialisation of research across the North-East Universities (Northumbria, Sunderland, and Teesside and is presently being extended to include the University of York). Work with University partners to ensure project delivery across all project elements. Secure funding to continue the Northern Accelerator activities after the end of the Northern Accelerator programme.

# Director of Economic Development & Commercialisation

## The role continued

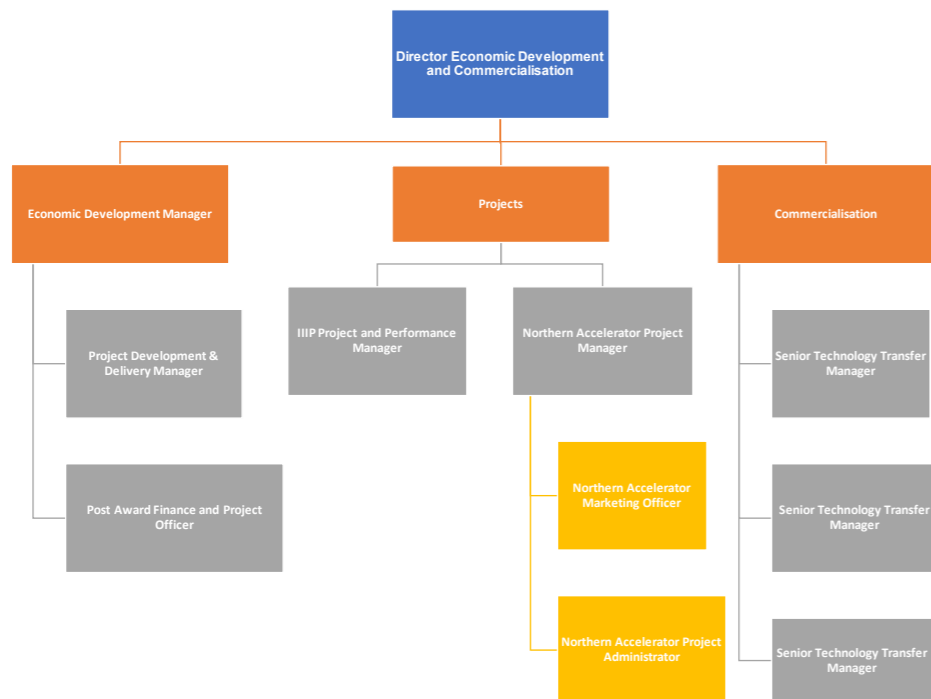
- Institutional leadership of the University's contribution to the Venture North investment fund, working closely with University partners and venture capital partner Northstar Ventures.
- Working with partners, secure resources to deliver a strong enterprise ecosystem, including incubation, acceleration, collaborative workspaces, and business and science parks.

### Delivery of Strategic Projects

- Strategic projects will vary with time, but at present include the line management of a core team supporting the Northern Accelerator programme and the administrative lead for the Intensive Industrial Innovation Programme (IIIP).

As a member of the senior RIS leadership team, the Director is required to undertake any other duties as might reasonably be required for the effective performance of

## Organisation Chart



## Typical Role Requirements at Director Level

### Service Delivery

- Provide professional and strategic leadership for significant areas of the organisation with accountability for the development and delivery of business plans and outputs.
- Have a substantial impact on departmental direction, strategy and objectives.
- Contribute to strategic planning and influence the development of departmental goals.
- Lead, direct and manage the interrelationship of a team of managers and / or highly qualified professionals across the area of responsibility.
- Review and address departmental performance and make a significant impact upon longer-term improvements typically within a one-year timescale.
- Lead through appropriate consultation or negotiations, organisational changes to tackle major new issues and situations.
- Utilise problem-solving skills to implement robust solutions to department / service issues.
- Develop workforce plans and identify talent priorities to ensure the recruitment and retention of highly competent and professional staff.
- Lead or contribute to internal and external business meetings, working groups and committees at departmental or functional service level to influence governance, policy and standards for the service.
- Accountable for budget within area of responsibility.
- Influence and shape the available resources as appropriate to meet the current and future needs of the University.
- Deputise for more senior manager where required.
- Maintain clear and effective operational management to deliver agreed customer services.
- To seek out feedback about area of responsibility.
- Work with senior colleagues from all areas of the University, with committees and external bodies, providing high-level advice.
- Represent the University externally in sector groups in consultations and negotiations

### Analysis and Reporting

- Explore ways of improving efficiency and effectiveness and promote improvements in value for money.
- Monitor performance over time within area of responsibility and identify areas of improvement.
- Maintain a continuous review of quality and of external benchmarks to promote the best possible service.

### Planning and Organising

- Develop and lead the implementation of strategies and plans for the area of responsibility, or specialism.
- Contribute to the development and delivery of departmental strategy and policy.
- Lead projects and initiatives which have significant resources and impact.
- Required to forward plan over a significant timescale (typically up to one year) and includes establishing departmental or service priorities.

### Finance/Resource Management

Undertake and ensure financial plans are developed and that services operate effectively within budget for the department/team.

Explore ways of improving efficiency and effectiveness and promote value for money.

### Customer Service & Liaison

- Maintain clear and effective operational management to deliver agreed customer services.
- To seek out feedback about area of responsibility.
- Work with senior colleagues from all areas of the University, with committees and external bodies, providing high-level advice.
- Represent the University externally in sector groups in consultations and negotiations.

### People Management

- Lead and manage staff in a major departmental area or service grouping, developing and raising performance through mentoring and coaching.
- Motivate, assess and reward of employees as required under university policy.

### Continuous Improvement

- Undertake continuous review of departmental quality and of external benchmarks to promote the best possible service.

### Communication

- Undertake day-to-day interaction with people of any level, within or outside of the organisation.
- Any other reasonable duties as required.

## Person specification – skills, knowledge, qualifications and experience required

### Essential criteria

1. A substantial and successful track record of leading and delivering economic development programmes.
2. Excellent in-depth knowledge of economic development fund policies, procedures and mechanisms as relevant to higher education.
3. Well-connected externally at a local and national level within the economic development, funding and policy sphere.
4. Excellent understanding of the economic issues affecting the North-East economy and the Durham city area.
5. Substantial knowledge and understanding of research commercialisation (technology transfer), its processes and its financing.
6. Excellent oral and written communication skills and the ability to develop effective working relationships, both internally and externally.
7. Strong interpersonal skills including motivational, negotiating, influencing and networking nationally and internationally.
8. Excellent digital competence with experience in using core digital tools including internet, email, digital communication tools, Microsoft 365 applications, digital booking system, project planning, financial systems, recruitment tools, auditing tools.
9. Educated to degree level (or equivalent experience).
10. Professional practitioner with specialist knowledge and expertise used to influence events and activities within the organisation.
11. Continuing professional development required to maintain professional recognition.
12. Breadth of vision gained from extensive experience in field of expertise.
13. Ability to contribute to planning at operational and strategic levels.
14. Ability to anticipate change due to changes in the economic, social and governmental and/or technological environment.
15. Extensive knowledge and experience of ensuring compliance with regulatory and organisational policy and guidelines.
16. Experience of managing and controlling substantial budget/resources/funding and an understanding of financial management procedures.
17. Experience of being able to network effectively and develop strong and productive working relationships, to influence perceptions of the University.
18. Demonstrable ability to provide specialist advice and influence others at operational at strategic levels.

# About your application

## Recruitment process

Applications are particularly welcome from women and black and minority ethnic candidates, who are under-represented in academic and senior posts in the University. We are committed to equality: if for any reason you have taken a career break or periods of leave that may have impacted on your career path, such as maternity, adoption or parental leave, you may wish to disclose this in your application.

Durham University's Athena Swan institutional award recognises and celebrates good practice in recruiting and supporting the development of women. We have signed up to the Race Equality Charter, a national framework for improving the representation, progression and success of minority ethnic staff and students within higher education. We are also a Disability Confident employer.

## How to apply

The appointment of the Director of Economic Development & Commercialisation will be determined by a selection panel. A search exercise is being undertaken by Perrett Laver, who will support the selection panel to identify the widest possible field of qualified candidates and assist in their assessment.

The University would welcome applications from candidates with the qualifications and experience to undertake this role. We are committed to being a fully inclusive and diverse community. We seek and encourage applications for this role from the broadest range of society, including all under-represented groups.

Applications should consist of a covering letter, full CV detailing academic and professional qualifications, employment history, latest remuneration and relevant achievements.

Applications can be uploaded at <https://candidates.perrettlaver.com/vacancies/> Please quote reference 6168.

**The closing date for applications is Monday 5th December at 23.59 GMT.**

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

For more information about Perrett Laver and Durham's approach to Data Protection and Privacy, please visit our websites: [www.perrettlaver.com/information/privacy/](http://www.perrettlaver.com/information/privacy/) and [www.dur.ac.uk/ig/dp/](http://www.dur.ac.uk/ig/dp/)

## Information if you have a disability

The University welcomes applications from disabled people. We are committed to ensuring fair treatment throughout the recruitment process. We will make adjustments to support the interview process wherever it is reasonable to do so and, where successful, adjustments will be made to support people within their role.

If you are unable to complete your application via our recruitment system, please get in touch with us on [e.recruitment@durham.ac.uk](mailto:e.recruitment@durham.ac.uk).

Start  
something  
big



Inspiring the extraordinary

“Working in RIS allows me the opportunity to support a diverse range of research projects that collectively have the potential to positively impact local communities, society and even the health of our planet.”

**Jamie**

“When I first joined the University and indeed RIS, I did not appreciate the depth and breadth of activity I would get involved in. Over the years I’ve done so much, ranging from implementing new IT systems to taking part in volunteering and cleaning some beautiful beaches in County Durham. Variety is key and that’s why I love my workplace: the opportunities for learning something new, challenging myself professionally and working with some of the ‘best in business’ most certainly have been and continue to be big motivating factors for me.”

**Leena**

“I love my role in RIS! It’s great to work centrally across the whole University. I get to work with so many different people from all different parts of the University and get involved in so many varied and interesting pieces of work, no day is ever the same!”

**Michelle**

“Working in RIS allows you to bridge the gap between world-leading University expertise and the ‘real world’. It’s great to play a role in societal and economic improvements in the region and further afield.”

**Helen**



### What you are required to submit

Applications should consist of a covering letter, full CV detailing academic and professional qualifications, employment history, latest remuneration and relevant achievements.

Applications can be uploaded at <https://candidates.perrettlaver.com/vacancies/> Please quote reference 6168.

Please visit the following links in order to find more information about the use of personal information provided by candidates to Perrett Laver and the University:

<http://www.perrettlaver.com/information/privacy/>

[www.dur.ac.uk/ig/dp/](http://www.dur.ac.uk/ig/dp/)

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