



Loughborough  
University



Appointment of

Director of Organisational  
Development and Change

# Welcome

In a crowded higher education landscape, Loughborough University is proud and confident in its distinctiveness. Our combination of world leading research, the country's best student experience, an unmatched global reputation for sport and enterprising can-do impact, is unique. We operate from campuses in the East Midlands and on the Queen Elizabeth Olympic Park in London, and this role whilst based in Loughborough has University-wide reach.

As the Director of Organisational Development & Change, and a senior member of Professional Services, you will play a key role in supporting the successful delivery of the University Strategy 'Creating Better Futures. TOGETHER'. [www.lboro.ac.uk/strategy](http://www.lboro.ac.uk/strategy)

As the Director, you will contribute to the design and delivery of a comprehensive University-wide People & Culture plan, working to the Deputy Chief Operating Officer and TOGETHER with the Director of Human Resources, Director of EDI Services, and other key stakeholders.

The role will also play a key role supporting me and others, to deliver effective professional services and to bring to life the values and behaviours expected of a high performing organisation. You will work with leaders and colleagues to ensure that our organisational design, skills and culture remain fit for the future.

As the Director you will lead a well-respected Organisational Development & Change directorate focussed on delivering enhanced academic practice, learning & development and strategic change priorities that impact University-wide. You will have the opportunity to develop the directorate's ways of working, skills and focus further, working with your senior leadership team to demonstrate how change can be embraced, and how people can work in agile, multi-skilled ways that reflect our equity, diversity and inclusion ambitions.

You will have my support and that of your colleagues in this endeavour. We would be delighted to hear from you, so do please put forward your application if you feel motivated to join Loughborough in this exciting and impactful role. We look forward to hearing from you.



**Richard Taylor**  
Chief Operating Officer



# About Loughborough University

Loughborough is an exceptional university. During uncertain times for higher education, and whilst others scramble for the safety of the pack, we are proud to be different. The combination of our excellent student experience, enterprising outlook, world class research and unparalleled sporting success gives rise to something that's truly special and distinctive amongst the UK's universities.

It's not just what we do that makes Loughborough special, it's our focus and our spirit. We are deeply competitive but committed to partnership working. We are determined to succeed and to motivate everyone to be the best they can be.

Loughborough's sense of community runs deep: it's in our DNA. We value our unique identity and our sector-leading work on diversity and inclusion. We are hugely successful and unafraid of innovation; a learning organisation that pushes boundaries.

Our origins in 1909, as one of the UK's foremost technical institutes focused on meeting society's needs, set in train an ethos that is still evident. Today the #LboroFamily comprises over 3,500 colleagues and more than 19,400 students. We are overwhelmingly proud of them and all they achieve. From our 523-acre campus in the East Midlands and our London campus at the Queen Elizabeth Olympic Park, we operate an endeavour with an annual turnover of more than £325m.

# Our strategic aims

## **Ambitious research and innovation**

At Loughborough we think differently: we challenge convention, solve problems and take action. Through our research and innovation we are finding answers, discovering the things that matter and adding to knowledge, creating positive change across society.

## **Sector leading education and student experience**

We provide our students with an exceptional learning environment that offers outstanding, innovative teaching, opportunities to contribute to pioneering research, and options to maximise their business potential. Working with Loughborough Students' Union, we offer the best possible all-round experience, providing our students with a wide range of opportunities that enable them to achieve their full potential, professionally and personally as well as academically.

## **A history of sporting excellence**

We are proud of our hard-earned global reputation for sport. From elite-level athletes to trying to keep fit, we ensure that everyone at the University can enjoy sport regardless of ability or interest. Through world-leading coaching, outstanding student experiences, state of the art facilities and superb events, we create an inclusive, positive and life-shaping sporting experience for all.

## **International engagement and impact**

We are establishing a compelling international profile and reputation, built on our distinctive strengths. We are valued for the relevance and impact of our research and for our important contribution as an international partner. Coupled with our sporting expertise, outstanding education and vibrant student experience, this engagement is helping us to build a community of committed alumni and advocates across the world.

## **An equitable, diverse and inclusive environment**

Our campuses are home to a diverse body of people with different perspectives, values and attitudes. We are working to create an inclusive environment where such differences are shared and valued; where all individuals can reach their full potential regardless of their background.

## **Extensive global partnerships**

Strong partnerships and collaborations are central to everything we do. We work with organisations around the world to drive innovation, boost performance and meet current and future challenges.

# Organisational Development and Change

Our vision for Organisational Development at Loughborough is to ensure that our staff succeed in an environment that enables them to be the best version of themselves. Our mission is to enable this by: Developing our University, Developing our People, Developing Together. The Organisational Development & Change directorate takes a planned, joined-up approach to ensure that our staff, structures, systems, leadership and skills work together to achieve our University strategy and goals, helping to structure and deliver strategic change across the University.

The four teams within the Organisational Development & Change directorate are:

## The Learning and Development Team

Dedicated to fostering the professional growth and success of staff across the institution. With a comprehensive understanding of organisational needs and individual aspirations, the team designs and delivers a wide range of training programs, workshops, and resources tailored to enhance skills, knowledge, and effectiveness in various roles. By promoting a culture of lifelong learning and skill enhancement, the Learning and Development Team contributes significantly to the overall success and excellence of Loughborough University.

## The Enhanced Academic Practice Team

A dedicated group of professionals committed to advancing teaching excellence, researcher development and pedagogical innovation across the institution. Through tailored workshops, consultations, and resources, they empower educators to enhance their teaching methods, integrate innovative technologies, and foster inclusive learning environments. The Enhanced Academic Practice Team plays a pivotal role in ensuring high-quality, student-centred teaching and learning experiences at Loughborough University.

## The Strategic Change Team

Focused on fostering a culture of continuous improvement and innovation, which involves facilitating the implementation of strategic projects, promoting collaboration, and evaluating impact through data-driven insights. By working collaboratively the Strategic Change Team plays a vital role in enhancing efficiency, effectiveness, and the overall experience for students, staff, and the wider community by leading the design and implementation of the University's approach to the delivery of its strategic portfolio of projects.

## The Admin Team

Serves as the backbone of support for the directorate, and helps to enable the successful delivery of various initiatives aimed at enhancing organisational effectiveness and employee development. By providing essential administrative support, the team contributes significantly to the overall success and efficiency of Organisational Development efforts at Loughborough University.



# Our people

Life at Loughborough has a strong community feel. It is a factor we pride ourselves on.

Our students, graduates, staff and campus based partners are at the heart of all that we do.

Within this close-knit community, there is a shared atmosphere of determination, community, and a will to succeed. It is an environment that involves and motivates everyone to be the best they can be.

# Our students

Student numbers 2022/23 UK/EU and international

Undergraduate	15,191
Postgraduate taught	3,025
Postgraduate research	1,247
Further education	114
Other (including temporary exchange and staff research)	190

# Our alumni

Loughborough University has a global community of 200,000 graduates.

£6 million has been donated by alumni and friends of the University over the last three years.



27,000

applications were made for around 3,800 undergraduate places for 2022/23



19,700

students from 135 different countries



3,750

of our students on campus are international



# Our staff

## Staff numbers (Dec 2022)

Administrative, management and specialist staff	1,315
Researching, teaching, enterprise, specialist and supporting academic	1,365
Operational and technical staff	965

We have 3,600 members of staff. 17% of our employee numbers are represented by international members of staff, covering 75 different nationalities



# 3,500

staff, Loughborough's biggest employer



We have received the **Race Equality Charter Bronze Award** that recognises we are beginning our journey to advance race equality.

# Our collaborations

The University works with organisations worldwide, exchanging knowledge to drive innovation, boost performance and meet current and future challenges.

## Our strategic collaborations include

**Adidas**  
[volume.lboro.ac.uk/winning-its-all-about-teamwork](http://volume.lboro.ac.uk/winning-its-all-about-teamwork)

**Joseph Rowntree Foundation**  
[www.lboro.ac.uk/research/crsp](http://www.lboro.ac.uk/research/crsp)

**Caterpillar Innovation and Research Centre**  
[www.lboro.ac.uk/caterpillar-irc](http://www.lboro.ac.uk/caterpillar-irc)

**Leicester Biomedical Research Centre**  
[www.leicesterbrc.nihr.ac.uk](http://www.leicesterbrc.nihr.ac.uk)

**National Centre for Sport and Exercise Medicine**  
[www.ncsem-em.org.uk](http://www.ncsem-em.org.uk)

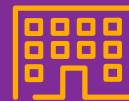
**Rolls-Royce University Technology Centre**  
[www.lboro.ac.uk/rolls-royce-utc](http://www.lboro.ac.uk/rolls-royce-utc)

**SportPark**  
[www.LUSEP.co.uk/sport-park](http://www.LUSEP.co.uk/sport-park)

**The Manufacturing Technology Centre (MTC)**  
[www.the-mtc.org](http://www.the-mtc.org)

**National Football League Academy**  
[www.nflacademy.com](http://www.nflacademy.com)

**West Ham United Women**  
[www.whufc.com](http://www.whufc.com)



90 tenant partners are based on Loughborough University Science and Enterprise Park (LUSEP)

# Our achievements

We successfully combine a world leading research endeavour with arguably the UK's best student experience. We are home to the worlds leading academic lead elite sport ecosystem, as well an outstanding estate and innovative enterprise work.



## OUR LONDON CAMPUS

OPENED IN 2015  
AND IS HOME TO OVER  
800 POSTGRADATES

# 7<sup>TH</sup>

NATIONAL STUDENT  
SURVEY 2023  
TIMES HIGHER EDUCATION  
ANALYSIS

**7<sup>TH</sup> IN ENGLAND  
FOR OVERALL  
SATISFACTION**



LSU ACTION  
AWARDED  
**QUEEN'S PLATINUM  
JUBILEE AWARD**

FOR SUPPORTING LOCAL  
COMMUNITY (2022)



BRITISH UNIVERSITY  
AND COLLEGE  
SPORT CHAMPIONS

**42 YEARS  
IN A ROW**



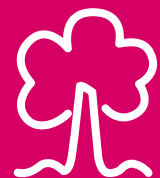
TEACHING EXCELLENCE  
FRAMEWORK 2023

**AWARDED GOLD  
OVERALL,  
GOLD FOR STUDENT  
EXPERIENCE AND  
GOLD FOR STUDENT  
OUTCOMES**



AWARDED  
**SEVEN QUEEN'S  
ANNIVERSARY  
PRIZES**

FOR THE QUALITY OF  
OUR RESEARCH



GREEN FLAG AWARDS  
SINCE 2018

**ONE OF THE  
NATION'S BEST  
GREEN SPACES**



INTERNATIONAL  
QS STARS SCHEME  
2023

**FIVE STARS PLUS  
INSTITUTION**

– ONE OF ONLY  
20 WORLDWIDE



QS WORLD  
UNIVERSITY RANKINGS  
BY SUBJECT 2023

**BEST UNIVERSITY  
IN THE WORLD FOR  
SPORTS-RELATED  
SUBJECTS**



OVER  
**£20M**

**RAISED THROUGH  
LOUGHBOROUGH  
STUDENTS' UNION  
RAG**



TIMES HIGHER  
EDUCATION IMPACT  
RANKINGS 2023

**1<sup>ST</sup> IN UK AND 15<sup>TH</sup>  
GLOBALLY FOR  
ADVANCING  
AFFORDABLE AND  
CLEAN ENERGY**



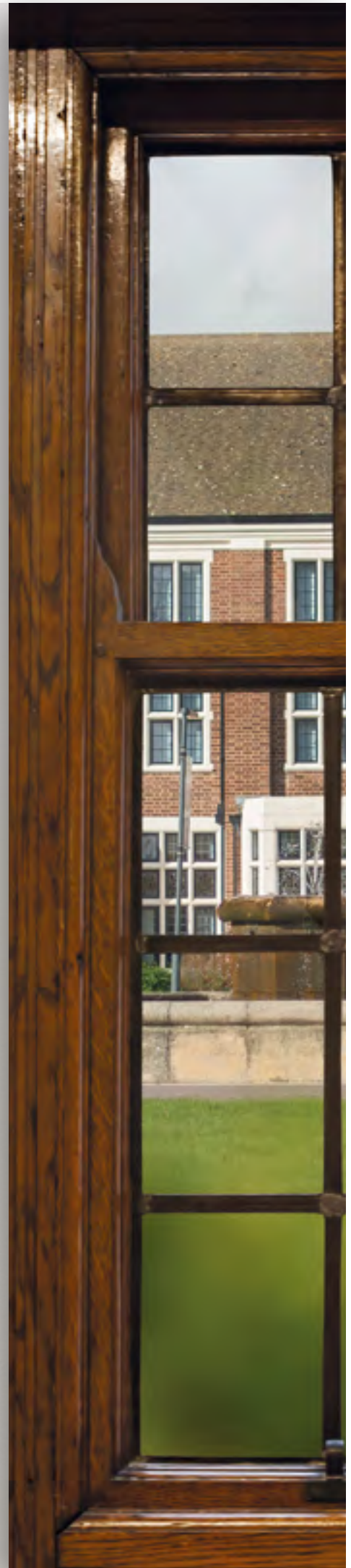
WHATUNI STUDENT  
CHOICE AWARDS 2023

**1<sup>ST</sup> FOR  
UNIVERSITY  
FACILITIES**



THE COMPLETE  
UNIVERSITY GUIDE  
2024

**RANKED 7<sup>TH</sup>  
OUT OF 130 UK  
UNIVERSITIES**



# Our staff networks

The University has a number of [staff networks](#) which enable colleagues to support each other, discuss issues within our community and wider society, and contribute to future strategic developments at the University.

## Age Appreciation Group

Open to staff of any age, the group champions age diversity. The Group is currently seeking a new Chairperson to lead the development of a strategy that promotes the university as a great place to work for all ages.

## Race, Ethnicity and Cultural Heritage (REACH)

The group raises awareness of race and cultural issues and is a forum to raise the profile of black and ethnic minority cultures on campus.

## Staff Inclusivity Group

The Staff Inclusivity Group is committed to achieving equality for all those who work across both campuses. We aim to ensure that the University demonstrates a fair and supportive environment which provides equality of opportunity and freedom from unlawful discrimination on the grounds of disability, including mental health difficulties and neurodivergent differences.

We are proud to support our diverse community and wish to encourage and celebrate its full contribution to a University life where all colleagues are treated equally and with respect.

## Part-time Staff Group

An informal support network for people who currently work flexibly or on a part time basis, or who would like to do so in the future.

## LGBT+ Staff Network

The LGBT+ Staff Network encompasses staff that identify as LGBT+ and those who are allies. The Network has monthly meetings where staff highlight LGBT+-related issues, organise events and campaigns for awareness and celebration, and offer a space to ensure that LGBT+ staff are represented, supported, valued and have a structure through which they can instigate change. Our current priorities are to: work with colleagues to facilitate a systemic and structured audit of LU structures, processes and experience of LGBT+ staff (Stonewall Workplace Equality Index); implement recommendations from the audit; and create and publicised proactive policies for trans and non-binary staff.

## Maia

Maia is the Loughborough University Women's Network. Maia unites women staff and Doctoral Researchers, including trans women and non-binary people comfortable in a female-centred community, across Schools, Professional Services and Loughborough Students' Union. Maia seeks to make change happen across the University by providing an inclusive community and networking opportunities, creating meaningful, impactful events and initiatives, and delivering and advocating for change to progress gender equity at Loughborough.

## International Staff Group

The network supports the development of a fair and supportive environment that provides equality of opportunity and freedom to international staff.

## Working Parents and Carers' Network

For all staff who have, or who have had, parental or caring responsibilities, this network provides a forum for support, sharing experiences and raising issues relevant to working families. We are an informal group which aims to offer a community for working parents and carers, and which also seeks to influence university policies and practices which impact on our members.

## Armed Forces Network Group

Open to those staff, and their family members, who have served in the Armed Forces. The University is a signatory to the Armed forces Covenant and has pledged to treat with fairness and respect those who serve or who have served in the Armed Forces, and their families. Our Armed Forces Network provides a forum and support group for staff and students who are Military Reservists, Veterans and their family members. The University promotes itself as an armed forces institution with HR policies that support the recruitment of veterans and their families. Our contribution was recognised with a Silver award in the 2021 Defence Employer Recognition Scheme.

### Staff 2000 Network

The Staff 2000 Network provides opportunities for staff at grades 1-5 to have their voices heard and to raise any issues and concerns. It is facilitated by a group of committed colleagues who will offer practical help and support to staff who would like to be involved in running the network.

#### The Staff 2000 Network aims:

To create a network specifically for, and led by, staff in Operational, Administrative and Technical job families.

To develop better engagement, that builds trust and respect, and inspires us all.

To hear the issues and concerns of staff from these grades and an opportunity to address any concerns.

To empower you and give you space to work together and develop ideas.

### Early Careers Staff Network

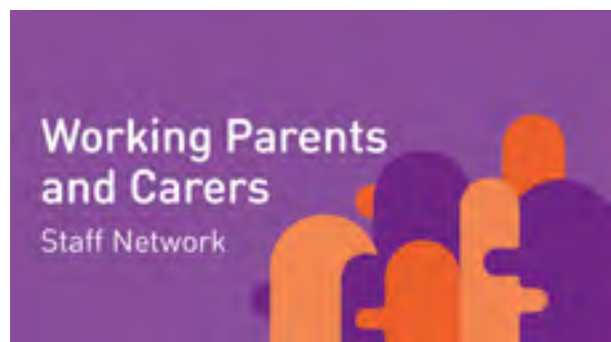
The Early Careers Staff Network strives to promote a culture of ongoing professional development and support for staff members who are new to their career in higher education.

#### Aims of the network are to:

Provide an informal and supportive space for Early Careers staff from across the University to meet, share experiences and socialise.

Provide opportunities for members to learn from their peers, professionals in the industry and other network groups both internal and external to the University.

Signpost resources and training, development and mentoring opportunities. delivering and advocating for change to progress gender equity at Loughborough.



# University governance

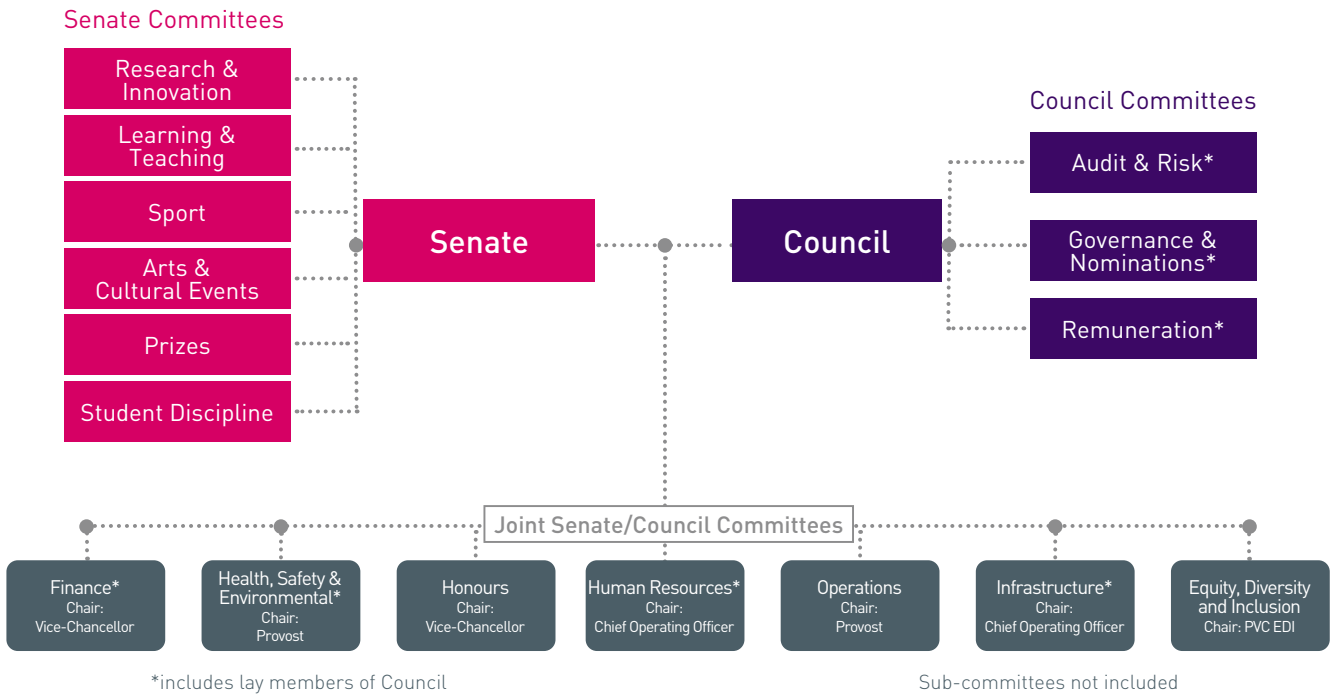
## The University Senate

The University Senate is responsible for the academic work of the University, including programmes, examinations, teaching and research quality. Its membership is drawn from the University.

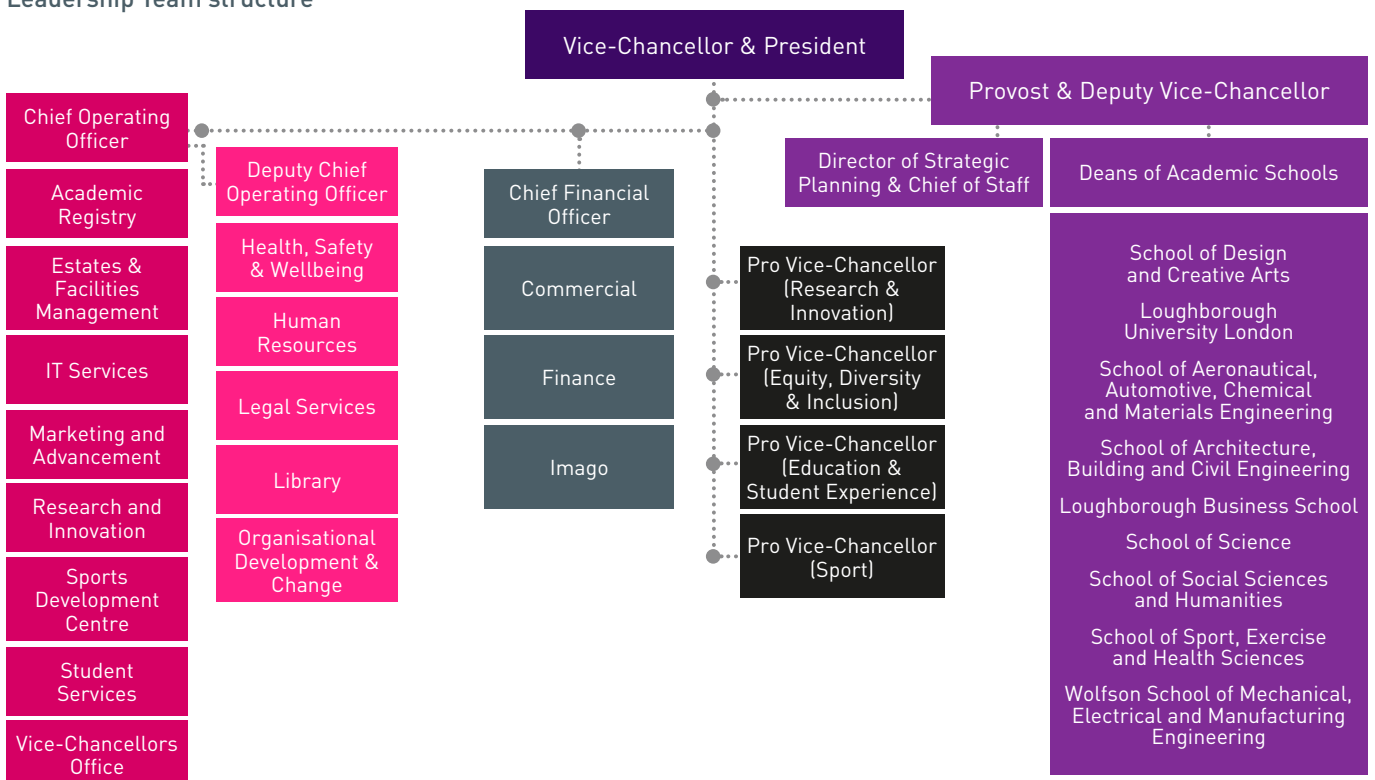
## The University Council

The University Council is the governing body, responsible for the University's finances, buildings and land. It is the official employer of all staff and meets several times a year. Its Chair is the Senior Pro Chancellor, Christine Hodgson CBE.

### Senate & Council structure



### Leadership Team structure





veritate · scientia · labore

# The role

## Director of Organisational Development and Change

- To lead the development of strategic organisational development and change plans that underpin the achievement of the University Strategy, informed by data and a continuous improvement mindset to determine what needs to change and what the impact has been.
- To ensure the successful delivery of strategic organisational development projects and activities, working with key stakeholders to effectively embed new ways of working as part of the University's strategic change portfolio, and to support leaders with the achievement of their local people & culture ambitions.
- Together with the Head of Strategic Change, enable the successful delivery of the strategic change portfolio, through championing effective governance and behavioural change around the leadership and management of projects.
- To develop and lead innovative University-wide high-performing Learning, Development and Performance Management frameworks, programmes and approaches that drive sustained performance for all staff, and that adapt to the changing needs of the University workforce in line with our strategic aims.
- To direct the development of career and talent pathways support for colleagues from across all Job Families and Doctoral Researchers, including evidence-based development offering and targeted development programmes that support key stakeholders.
- To work collaboratively with other teams and services to develop and embed effective Equity, Diversity and Inclusion support, development, plans and practices as part of the University's EDI ambitions.
- To drive forward the development and implementation of effective evaluation approaches, acting on and developing further practices to ensure they meet the needs of colleagues across the University.
- To work with key stakeholders to further develop and embed the University's one-stop shop Organisational Development offer, ensuring easy access to all the support offered to staff throughout their careers at Loughborough.
- To lead the design and delivery of high quality and inspirational management and leadership development programmes and wider offer, ensuring that leadership capacity at all levels is identified and developed.
- To oversee the Directorate's role in ensuring the coordination of the University's external accreditation with regards to academic practice, e.g. through AdvanceHE, and to support the provision of an evidence base in teaching and learning developments, e.g. for the Teaching Excellence Framework
- To oversee the delivery of the plans that underpin our aspirations in Researcher Development, including ensuring compliance with external accreditations and requirements.
- Working closely with HR to develop and oversee the effective implementation of cultural change programmes that engage all staff with the University Strategy and Values and that help colleagues to play their part.
- To coach and support members of the University Leadership Group, and create a culture of coaching, mentoring and feedback for the wider University.
- To lead the implementation of the Organisational Development Directorate operational plan, ensuring alignment between strategic objectives and the focus of team members, effective resource planning, and the development of a mindset of continuous improvement amongst OD colleagues.
- To ensure that statutory and other obligations are met by the Directorate, including the submission of externally assessed and accredited plans, EDI submissions.
- To manage the Directorate and OD project related budgets effectively, ensuring value for money.
- Carry out any other reasonable duties across Professional Services commensurate with the seniority of the role.



# Person profile

## Skills, Experience and Personal Characteristics

### Essential:

- Significant experience of leading the development/ implementation of organisational development strategies within complex organisations.
- Significant experience of devising/implementing strategic organisation-wide cultural change programmes that span multiple stakeholder groups.
- A successful track record of developing/delivering high-quality innovative leadership and management development programmes and interventions, at all levels of the organisation.
- Working within a programme and project management environment, including responsibility for the delivery of strategic projects.
- Relevant experience of supporting others to deal with significant change and continuous improvement.
- Experience of shaping a culture of development, performance and feedback, including through the implementation of effective performance management systems and approaches.
- Experience of implementing approaches that have a positive impact on the achievement of Equity, Diversity and Inclusion objectives.
- Proven experience of operating at director (or equivalent) level, leading high-performing OD and Learning & Development services within a complex organisation.
- The ability to assess organisational culture and drive staff engagement levels.
- Proven ability to design, implement and deliver innovative frameworks and approaches to learning & development that have a sustained impact on performance.

- The ability to design, deliver, facilitate interventions/ workshops etc appropriately pitched for the audiences (including academic colleagues).
- A track record of strong influencing and engagement skills at all levels of the organisation, gaining the confidence of senior staff and committees.
- Demonstrable leadership experience that inspires and engages team members whilst setting and maintaining standards, tackling performance issues where required.
- Exceptional presentation skills, the ability to engage large audiences.
- Excellent written and oral communication skills, including the ability to produce high level reports, submissions, policy documents etc.
- The ability to develop credibility amongst the academic community, and to devise and implement appropriate interventions.
- Evidence of learning & development related accreditations e.g. psychometrics, facilitation, coaching etc.
- Degree in relevant subject or equivalent experience
- Evidence of continuing professional/personal development

### Desirable:

- Experience gained in HE or related sector
- Organisational Design
- Process review
- Developing and leading educational development provision for academic/learning support staff
- Project and/or programme management
- CIPD

# Conditions of service

The position is FULL TIME and OPEN-ENDED. Salary will be on Management & Specialist Grade 9, and a competitive salary will be confirmed on offer of appointment.

The University offers a substantial benefits package, including a pension scheme. More information can be found [HERE](#)

The appointment will be subject to the University's normal Terms and Conditions of Employment for Academic and Related staff/Operational and Administrative staff, details of which can be found by visiting [HERE](#)

The University is committed to enabling staff to maintain a healthy work-home balance and has a number of family-friendly policies which are available [HERE](#)

We also offer an on-campus nursery with subsidised places, subsidised places at local holiday clubs and a childcare voucher scheme (further details are available [HERE](#)) In addition, the University is supportive, where operational needs allow, of flexible working arrangements.

We also strive to create a culture that supports equality and celebrates diversity throughout the campus. The University holds a Bronze Athena SWAN award which recognises the importance of support for women at all stages of their academic career. More information on Athena SWAN can be found [HERE](#)

Staff have a statutory responsibility to take reasonable care of themselves, others and the environment and to prevent harm by their acts or omissions. All staff are therefore required to adhere to the University's Health, Safety and Environmental Policy & Procedures.

Staff should hold a duty and commitment to observing the University's Equality & Diversity policy and procedures at all times. Duties must be carried out in accordance with relevant Equality & Diversity legislation and University policies/ procedures.

# Application and interview

## Application

**The closing date for applications is 17 March 2024.**

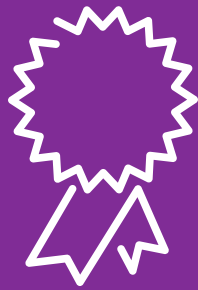
Informal enquiries should be made in the first instance via **Lorraine Badjie, PA to the Deputy Chief Operating Officer Ffyona Baker** at [L.A.Badjie@lboro.ac.uk](mailto:L.A.Badjie@lboro.ac.uk)

## Interview

**We will be holding interviews on 18 April 2024.**



This publication is available in large print.  
Please email [Visual.Identity@lboro.ac.uk](mailto:Visual.Identity@lboro.ac.uk) and quote reference 85870 to request a copy.



**RANKED 7TH**  
IN THE COMPLETE  
UNIVERSITY GUIDE 2024,  
OUT OF 130 UK UNIVERSITIES