



EXECUTIVE DIRECTOR - JOB PACK



FOREWORD

Dear Candidate,

Thank you for showing an interest in leading the Linacre Institute through the next stage of its development.

Since 2014, our charity has demonstrably changed the life chances of more than 200 individuals across former coal-mining communities of south Yorkshire by enabling access to our country's most selective higher education institutions.

We believe, wholeheartedly, that regardless of circumstances of birth young people should not have their horizons or ambitions limited. Our most selective universities ought not only to be the preserve of those from more well-off backgrounds and Linacre has upset the odds for many young people across schools and colleges in parts of Yorkshire over the last five years. Almost 9/10 of our students win an offer from one of our 12 most selective universities and 44% of Oxbridge applicants have won offers.

The charity aims to foster a sense of academic curiosity among like-minded young people, supported by expert staff, to create communities where ideas can thrive and the pursuit of excellence is unashamed. Earlier this year, the trustees and our outgoing Executive Director and founder published our [Five-Year Strategic Plan](#). We are now looking for a new leader to make that vision a reality.

Given the combination of our small size and significant ambition, we are looking for an individual who has the willingness and ability to get stuck in, as well as to step back and make sense of the big picture. We do not wish to prescribe the background from where the successful candidate might come and we want to cast our net as widely as possible.

The Linacre Institute is in a privileged position. We have a strong track record of success in what we have done so far - our alumni are significantly engaged, our students' destinations are excellent and, despite our smallness, we have been recognised by the [national social mobility awards](#). Our students' feedback has been exceptional: as one wrote "At the start of the experience I was a girl who couldn't make it through an interview without bursting into tears; now I am a woman about to start the most exciting journey of my life."

There is so much more to do. Yorkshire is vast, and there are hundreds of young people who we want to feel the impact of our work. Our new leader will build on the strong relationships we already have and broker new ones. They will be unremittingly ambitious about the impact we can have.

Finally, and most importantly, we note that our work has a big influence on the young people we work with and we have a big role to play in tackling discrimination in all its forms, in promoting and fostering an understanding and appreciation of diversity and developing tomorrow's thought leaders who will, in turn, make our society more cohesive, fair and vibrant.

It is essential that candidates can show they are fully committed in practice and in principle to this.

If the prospect sounds interesting, we would love to hear from you.

Ali Jaffer

Chair of Trustees

ABOUT US

Since 2014, the Linacre Institute has been helping young people in ex-industrial Yorkshire bridge an access chasm that separates them from leading universities. Access to these universities is divided very sharply by region. For instance, there are fewer than a third as many students from Yorkshire comprehensives at Cambridge as, statistically, there should be.



In 2019, an independent report by UCAS Strobe concluded that, compared with those with similar backgrounds, Linacre students were 9 times more likely to apply to our 12 most selective universities. Those who applied were four times as likely to get in. Our Oxbridge offer rate is as high as almost any school in the country - including leading independents such as Eton.

We are all about a pioneering community model for access. We bring students from different partner schools together to form a lasting community of intellectual curiosity, featuring summer schools and tuition, and where everyone knows each others' name.

In that time we have grown from micro to small in size. With a proven model, now we want to grow more communities and give every student in Yorkshire a fair chance. It is an exciting challenge. By doing that we will, by 2024, double the number of students from ex-industrial Yorkshire going to our most selective universities to 1,600. We also aim to triple the number going to Oxbridge, to 300.

Linacre grew from the personal experience of the founder, Paul Coupar-Hennessy, in northern sixth-forms, and his feeling that much more could be done to get sparky students a fair deal.

Linacre's staff is small, and there will be some chance for the incoming Executive Director to tailor it to their own strengths. Many of our outstanding body of volunteers and a part-time member of staff are all former Linacre students.

Everything we do is guided by our values. Our support is:

Rooted in a community

“Friendships have been formed which I hope will last for years to come; it was amazing to spend time with such lovely, hilarious and like-minded people.” Rotherham student, now Cambridge University graduate

Personal and lasting

“I can honestly say that Linacre has been the best experience of my life and it continues to support me long after the summer.” Wakefield student, now at Sheffield University

Expert & subject specific

“I left the Cambridge school captivated by a subject more than I thought possible; something I don’t think can be particularly taught, but rather, inspired in teaching. I felt fulfilled, motivated, and completely in love with the method and setting of learning that will hopefully shape the next three years of my education.” Wakefield student, now at Leeds

About achievement not just aspiration

“It seemed to be a pipe dream at the age of ten, when I first seriously determined that I wanted to study at Cambridge, and it appeared perhaps even more so for my parents. What were the real chances of a boy from my home-town achieving that? Thanks to the help of Linacre that fantasy became reality.” Newcastle student, now at Cambridge

Confidence transforming

“The biggest change has been in my attitude towards my own ability and potential. In the past I have doubted myself. I had a mentality of ‘why me?’. I felt that I wasn’t as deserving of fantastic opportunities as other people. But since achieving a place with the Institute I have realised that with hard work and dedication, I am capable of really anything that I set my mind to.” South Yorkshire student, now Cambridge graduate

JOB SPECIFICATION

Job Title: Executive Director

Reporting to: Board of Trustees

Salary: £39,000-£41,000 (this may be negotiable)

Hours: 0.8 – 1.0 FTE (where 1.0 FTE is 37.5 hours a week)

Location: Home-based or Office-based in Sheffield*

Benefits: 30 days annual leave, employer pension contribution, professional development allowance

Start Date: January 1 2021 (some flexibility)

*Please note candidates can be based anywhere in the UK but there is an expectation of regular travel across Yorkshire's counties.

Role Purpose

The Executive Director is responsible for the strategic leadership and management of The Linacre Institute and building the capacity of the organisation

They will drive the operational plan, set the budget and ensure The Linacre Institute becomes financially sustainable for the long term.

They are the external representative for the charity and work closely with a wide range of stakeholders – including government and the media.

Core responsibilities

- 1. Manage the day-to-day operations of the charity, which includes the operation of its programme(s).*
- 2. Performance manage the charity's staff*
- 3. Manage and develop the Linacre Institute's existing relationships with schools, universities and other key stakeholders*
- 4. Lead the development of its new relationships*
- 5. Drive the organisation's approach to demonstrating impact and generating income, in particular through fundraising*
- 6. Report to the board on the implementation of the strategy*

7. Undertake such activities as reasonably directed by the board of trustees
8. Develop new opportunities for growing the core programme and identifying new ones



PERSON SPECIFICATION

Essential

You will:

- Have a clear commitment to tackling social injustice
- Have a strong understanding of the challenges faced by young people from underrepresented backgrounds, particularly those from Northern England, with regards access to Higher Education
- Be an ambassador for the organisation and have the ability to form strong relationships with corporate partners, individual donors, schools and colleges, young people and relevant government departments.
- Embody the values of the Linacre Institute
- Provide creative ways of extending the reach of the Linacre Institute
- Have the ability to motivate, lead and inspire others

- Have strong administrative and financial skills which ensures the Linacre Institute has processes which are fit for purpose and uses the money it receives efficiently
- Have a clear vision for why they want to lead the Linacre Institute and an understanding and appreciation of their own strengths and weaknesses

Desirable

It is desirable that the successful candidate has

- Safeguarding knowledge/training
- Experience of fundraising
- Knowledge and experience of running charity programmes, particularly those involving young people
- Experience of quality assuring programmes

EQUALITY STATEMENT

At Linacre, we believe that every child and every person has equal rights. Treating anyone with less respect on the basis of their race, gender or background is harmful, and wrong.

It is an affront to their humanity. And it is an affront to their right to take their place in the world's conversation based on what they can contribute, not on factors they can't control.

In upholding these values, we will look at power and privilege, not just equality and inclusion. And while understanding the numbers is important, lived experience is more so.

We will focus on the following areas: listening to the voices of students and staff, even where that is uncomfortable; tackling unconscious bias and ensuring fair recruitment, of both staff and students; making sure students can see their diversity reflected back at them by us; tackling racism, sexism, disablism, homophobia and ageism, through what our teachers teach and by stimulating students to think about the world in different ways.

HOW TO APPLY

You are invited to send a CV and Cover Letter to Jenny Upton (jupton@linacreinstitute.org) outlining

(a) your suitability for the role AND

(b) practical ideas for the implementation of the Institute's vision (see [5-year strategy](#))

Applications will all be processed straight after the closing date, which is Thursday 8th October at 5pm.

First-round interviews are planned for mid October, with the second and final round taking place in late October.

The ideal start date is January 1 2021, although this can be negotiated.

For an informal conversation about the role, please contact the current Executive Director Paul Coupar-Hennessy (pcoupar@linacreinstitute.org)