



UNIVERSITY OF  
OXFORD

# Appointment of Vice-Chancellor



AMERICAS ASIA PACIFIC EMEA





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# Introduction to the University of Oxford

This is an opportunity to lead one of the foremost universities in the world. The University of Oxford is an international centre for research and education and, with its colleges, it provides a vibrant community for its staff and students. As Professor Andrew Hamilton FRS completes his term in office, the Council of the University has begun a global search to identify his successor.

Oxford is one of the world's pre-eminent universities. It is the oldest university in the English-speaking world and it has been at the forefront of knowledge for centuries. Today, the University employs 12,500 people and its annual income is more than £1.1 billion. For the eight years to 2014, the University has consistently had the highest research income from external sponsors of any UK university by an expanding margin. In addition to excelling at research, the University aims to provide a transformational educational experience.

The strength of the University's research is globally acknowledged. Across the disciplinary spectrum, Oxford academics – more than 40 per cent of whom are from outside the UK – are producing work which has an impact on all aspects of our lives, including public policy, culture, health, business and the environment. In the 2008 Research Assessment Exercise (a UK-wide assessment of research activity in the higher education sector), Oxford had more world-leading academics than any other institution, and the University expects to achieve a corresponding level of distinction in the next such assessment, the 2014 Research Excellence Framework. Much of Oxford's research is growing at a very fast pace. Perhaps the most striking expansion is in the medical sciences: Oxford's Medical Sciences Division is of a size equivalent to that of the fifth largest university in the UK. Oxford has the largest amount of industrial funding in the UK and it is third in the global rankings on this measure. It is a pioneer and recognised leader in commercialisation, and, again, it is ranked top nationally.

Oxford is a collegiate university, with 38 independent and self-governing colleges and six permanent private halls related to the University in a type of federal system. The University's distinctive structure is a great strength. The tutorial system, which is a key facet of undergraduate teaching and learning at Oxford, underpins a culture of close academic supervision and careful personal support for students. It is designed to challenge and empower students to become independent thinkers. There is, in addition, a close and important relationship between research and teaching at Oxford, undergraduates being encouraged to engage in advanced research projects and many of the most distinguished academic researchers being involved in undergraduate tutorials. The ability and intellectual independence of Oxford's undergraduates and academics alike renders this nexus something that is inspirational for all participants.

There are more than 22,000 students from more than 130 countries and territories at Oxford. Almost 40 per cent of the student body – in excess of 8,600 students – are citizens of foreign countries, including 17 per cent of undergraduates and 62 per cent of graduates. In addition, there are more than 15,000 enrolments each year on part-time and short courses at Oxford's Department for Continuing Education.



Oxford recruits the best students through an equitable process based on academic achievement and potential. The University is strongly committed to increasing the diversity of its student body and it spends large amounts of resource and effort on outreach activities at the undergraduate level (the current annual expenditure is more than £5.6 million). Its flagship access programme is the UNIQ Summer Schools, a programme of free residential courses for promising state school students from under-represented groups.

Oxford aspires to ensure that all students with the ability to succeed at the University are able to take up their places irrespective of financial circumstances. At the undergraduate level, the University offers the most generous no-strings-attached financial support for UK and EU undergraduates from lower income backgrounds of any university in the country. To the individual, this support is worth nearly £20,000 over three years and it consists of both tuition fee reductions and bursaries. In addition, the Moritz-Heyman Scholarship Programme, established in 2012 by the largest philanthropic gift for undergraduate financial support in European history, currently supports 300 undergraduates from low-income backgrounds, covering all their living costs and substantially reducing their tuition fees. In total, Oxford spends more than £12 million annually on undergraduate bursaries and fee waivers.

At the graduate level, over 1,000 fully-funded scholarships are available in 2014-15. These include support provided by research councils and charities – some based around a growing number of novel doctoral training programs – as well as schemes such as the Oxford Graduate Scholarship Matched Fund, the Clarendon Fund, the Mica and Ahmet

Ertegun Graduate Scholarship Programme in the Humanities, and the Rhodes Scholarships, perhaps the oldest and most prestigious international graduate scholarships in the world.

The University estate comprises 235 buildings including specialist research buildings, teaching laboratories and lecture halls, sports facilities, libraries and museums, administrative units and ceremonial buildings. There are a further 150 properties in and around Oxford that are managed commercially. The estate, 25 per cent of which is listed, has been growing at around 5 per cent per annum for the last 15 years. The Radcliffe Observatory Quarter, a ten-acre site in central Oxford, is one of the most significant development projects undertaken by the University in more than a century. It already includes a new Rafael Vinoly mathematics building and a new building for the Blavatnik School of Government, designed by Herzog & deMeuron, is currently under construction.

Oxford's museums and collections are world-renowned. The tens of millions of objects they contain form one of the largest and most important research repositories in the world. Oxford's museums constitute the greatest concentration of university museums in the world, while the Bodleian Libraries forms the largest university library system in the UK. Such collections are resources of international scholarly importance, drawing researchers from all over the world to Oxford.

Oxford also excels in publishing. OUP publishes more than 6,000 titles a year and sells more than 110 million units annually. Its diverse publishing programme, which covers a broad academic and educational spectrum, supports the University's objectives of excellence in scholarship, research, and education.





## The Vice-Chancellor

The University of Oxford is led by the Vice-Chancellor. She or he must have the ability to ensure that the University defines and pursues an ambitious academic strategy, and that Oxford has in place the infrastructure and professional support necessary to enable it to achieve its academic objectives.

The Vice-Chancellor must have the courage to identify and to address the difficult questions Oxford needs to tackle, in a way that is sympathetic to the highly devolved and participatory nature of the collegiate University.

The Vice-Chancellor represents Oxford locally, nationally and internationally. She or he must be able to present a compelling academic vision that will persuade the Government, policy makers, alumni and donors, industry partners and fellow academic leaders of Oxford's value. In the UK, the higher education sector is facing increasing uncertainty. In North America and Asia in particular, peer institutions are developing rapidly and adopting bold plans to support their long-term ambitions. The Vice-Chancellor must be a strong advocate for Oxford scholarship and for what makes it globally distinguished.

As a major centre of research and education, the University is a vibrant and diverse academic community. Its four academic divisions work closely with the colleges. This collegiate system is at the heart of the University's success, giving students and academics the benefits of belonging both to a large, internationally renowned institution and to a small, interdisciplinary academic community. It brings together leading academics and

students across subjects and year groups and from different cultures and countries, helping to foster the intense interdisciplinary approach that inspires much of the outstanding research achievement of the University and makes Oxford a leader in so many fields.

The Vice-Chancellor will need to understand how to establish and maintain the conditions that encourage academic endeavour to flourish within this unique environment. She or he will need to know what is necessary to sustain and develop research that is truly exceptional and what is also required to enable Oxford to attract and retain the world's best academics. The Vice-Chancellor will be expected to have a deep commitment to the University's students, to their education and to their development as individuals. She or he must share Oxford's belief in the importance of education as a means by which lives may be changed, and of the role of the University as an environment for developing intellectual ability, character, aspiration and values for the good of society. The Vice-Chancellor must be committed to ensuring that the University admits students with outstanding academic potential and the ability to benefit from an Oxford education whatever their background.



The University's teaching and research are strengthened by a number of other complementary activities. These include the Oxford University Press, one of the world's most successful academic publishers and a department of the University. The University's museums and libraries, including the renowned Bodleian Libraries and the Ashmolean Museum, are a resource of national and international importance for teaching, research and cultural life. Knowledge and expertise are also disseminated through translational activities, international consultancy and the development of spin-out companies. The University leads and participates in a number of initiatives to enhance the local and regional economies, in particular activities relating to innovation and enterprise. The Vice-Chancellor will need to have the breadth of experience to provide leadership to all these different elements of the University to ensure that Oxford continues to promote economic, cultural and social advancement.

In terms of the University's own operations, the continued growth and diversification of the University's income and capital will be critical to Oxford's ongoing success. Working with colleagues across the collegiate University, the Vice-Chancellor will need to establish a sustainable financial model and to develop transparent and effective management information systems. Furthering the success of the *Oxford Thinking* Campaign, the Vice-Chancellor will have a key role in encouraging extensive further philanthropic support.

The Vice-Chancellor will also be expected to bring judgement and sensitivity to the evolution of the University's governance and decision-making structures. She or he will need to engage with the different parts of the collegiate University (including Congregation,

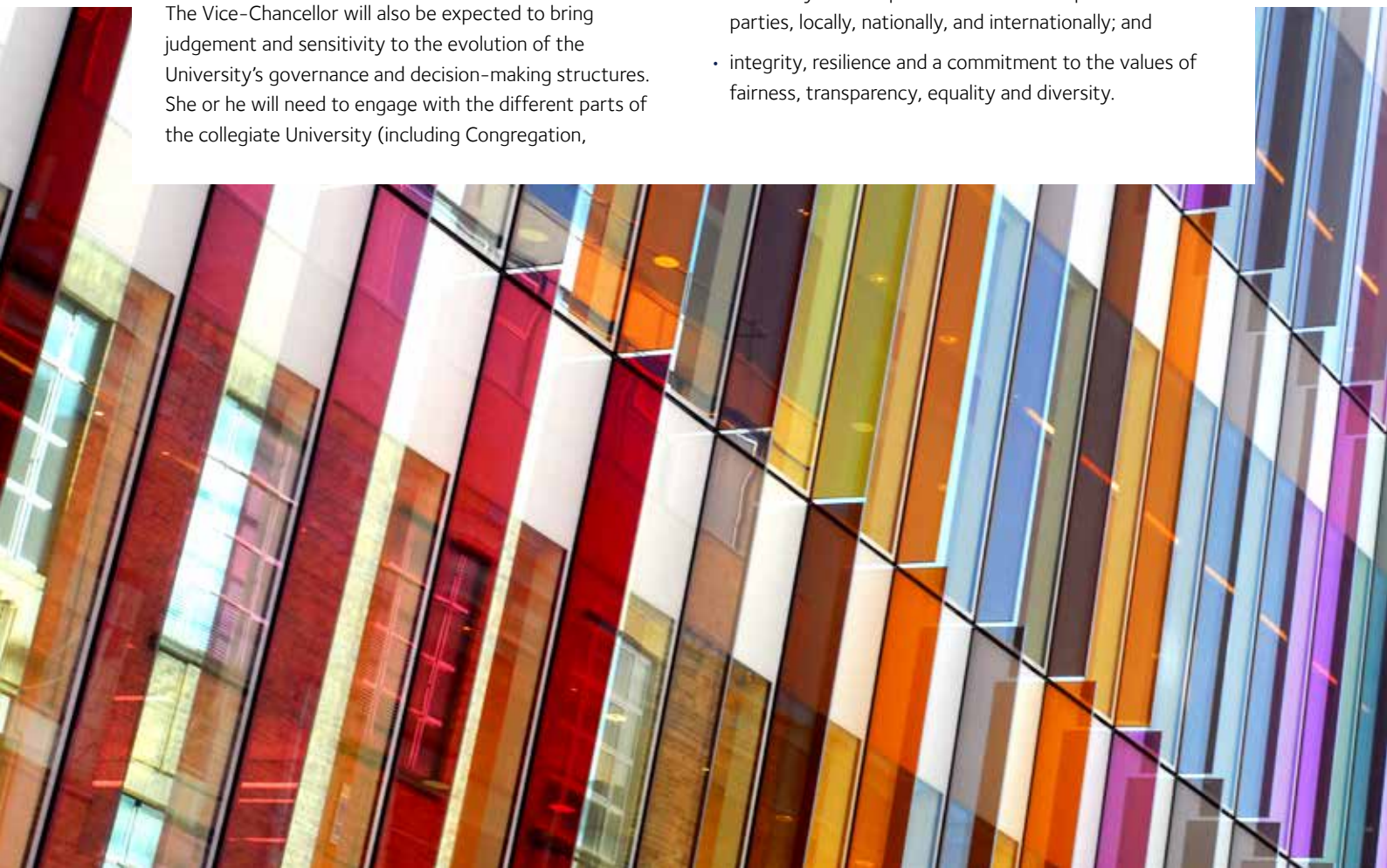
Council and the Conference of Colleges) to develop its governance structures, in particular to ensure that the University can respond effectively to external opportunities and pressures. The Vice-Chancellor will also need to ensure that the University's senior team is configured in a way that best serves its academic goals, providing effective and accountable academic and administrative leadership.

The Vice-Chancellor is currently the Chair of the Council, the University's trustee body. The postholder is also the accountable officer for the purposes of the Higher Education Funding Council for England. The post therefore carries with it specific legal, fiduciary and regulatory responsibilities.

## Person specification

Candidates for the role will be expected to demonstrate:

- the academic credibility and intellectual rigour necessary to lead one of the world's foremost universities;
- a deep personal commitment to the power of education and research to transform opportunity and to the value of universities within society;
- exceptional leadership credentials evinced by a successful career at the highest levels, and a visionary and consensual, yet determined, style of leadership;
- organisational skill, financial acumen and administrative ability, evidenced by having successfully led a large and complex organisation;
- the ability to build productive relationships with external parties, locally, nationally, and internationally; and
- integrity, resilience and a commitment to the values of fairness, transparency, equality and diversity.





## Research

For the intensity, breadth, quality and impact of its research, the University of Oxford has few peers. Oxford's research activity extends from the study of the formation of the Universe and the development of early civilisations to high-performance computing, the digital transformation of music and the latest breakthroughs in medical science.

The University's staff and graduate researchers use innovative techniques and modern technology both to examine problems of the modern world and to understand better the ancient world. The depth of its discipline-specific work provides an ideal foundation for the development of new interdisciplinary research initiatives.

The University's over-arching research objectives are to lead the international agenda across the disciplinary spectrum and through interdisciplinary initiatives, and to make significant contributions to society. Oxford aims to maximise the benefits of research by advancing fundamental knowledge and contributing to better public policy, improved health outcomes, technological change, economic prosperity, sustainable social cohesion, international development, community identity, the arts, culture and the quality of life.

Oxford's research has long had a global perspective in its extent and focus. Today, the University's researchers are confronting some of the major challenges that face the contemporary world, including the causes and consequences of poverty; the prevention and treatment of major global killers including tuberculosis, malaria, HIV, cancer and heart disease; globalisation; climate change; migration; and the problems posed by factors such as ageing populations and increasing pressures on natural resources and biodiversity.

Oxford is committed to recruiting and retaining researchers of the highest potential and distinction, to attracting the best research students, and to providing a supportive research environment in which researchers at every stage of their careers can flourish. It is also committed to fostering research collaborations regionally, nationally and internationally, and to building partnerships with other research institutions, research agencies, funding bodies, industrial and commercial partners, sponsors and benefactors.

Over 1,700 academic staff, more than 4,000 research and research support staff, and over 5,400 graduate research students, supported by Oxford's research administrators, are involved in Oxford's research activity. Oxford's total research income is consistently the highest of any UK university. In 2013-14 the University earned £478.3 million in external research funding. Oxford's largest and most important competitive research funders in recent years have been the UK Research Councils, the Wellcome Trust, Cancer Research UK, the British Heart Foundation, the Leverhulme Trust, the Department of Health, the National Institute for Health Research, and the European Commission.



Research income 2013/14	£m
Research councils	135.4
UK charities	144.5
UK government and health authorities	47.3
UK industry and commerce	16.1
European Commission and other EU government bodies	53.3
Other EU-based grantors	8.4
Other overseas	71.9
Other bodies	1.4
<b>Total</b>	<b>478.3</b>
HEFCE block grant for research	133.8
<b>Total research income</b>	<b>612.1</b>







## Teaching

The University of Oxford aims to provide an exceptional education, distinguished by the close contact of students with leading scholars and scientists in supportive collegiate and departmental communities.

Oxford students are some of the best undergraduates and graduates in the world. They are attracted by the chance to study at an internationally-renowned university with a reputation for innovation and outstanding academic achievement; excellent facilities and resources in world-famous libraries, laboratories and museums; and the opportunity to work alongside leading researchers. The quality of an Oxford education is regularly reflected in high scores in national student satisfaction surveys and by one of the lowest drop-out rates in the country.

Oxford offers almost 50 undergraduate degrees, including around 250 subject combinations, the majority of which are three or four years long. The tutorial is at the heart of much of Oxford's undergraduate education, particularly in the humanities and the social sciences. A tutorial typically takes the form of one tutor – an established academic in the field – in discussion with two students. The students are challenged to prepare rigorously, to offer evidence for their conclusions, and to engage in critical debate. This offers an unparalleled experience of highly personalised educational development and close, regular contact with someone at the forefront of the discipline. In all subjects, tutorials are complemented by a wide range of other teaching, including lectures and seminars, the balance

varying from one subject area to another. In the natural sciences, medicine, and engineering in particular, there is a comprehensive curriculum of practicals, lectures, and, in some cases, field classes.

At the graduate level, Oxford offers more than 300 graduate programmes, both taught and research degrees, ranging from one to three or more years in length. Graduate teaching is departmentally-based, centring on supervisions and small group sessions led by prominent researchers. Oxford's graduate students make a major contribution to the research endeavour of the University, the UK and globally, and the University's provision of graduate research opportunities plays an important role in training future generations of researchers, educators and business leaders.

Oxford's Department for Continuing Education is one of the largest providers of continuing education in the UK. It runs more than 1,000 courses every year and offers over 50 part-time undergraduate and graduate Oxford qualifications, from certificates and diplomas to master's and doctoral degrees. It also offers online and distance learning courses, weekly classes in Oxford and the surrounding region, day and weekend events, continuing professional development courses, and summer schools.



## Wider engagement

The University of Oxford aims to make significant contributions to society – locally, regionally, nationally and internationally. The breadth of its engagement stretches from the work of student volunteers with local Oxford charities to OUP's involvement in initiatives that make published research freely available to non-profit institutions across developing countries.

### Cultural engagement

The collegiate University makes a major contribution to the social and cultural life of the city and region. The Faculty of Music, for example, hosts many public events, and Oxford Philomusica, the University's orchestra-in-residence, undertakes education and community work in schools, hospitals and community centres as well as staging concerts. A number of the Colleges have distinguished chapel choirs which contribute to the varied programme of concerts and productions offered by the collegiate University throughout the year. The University is also a major financial supporter of the Oxford Playhouse.

The University and the colleges collaborate with Oxford Preservation Trust in the annual Oxford Open Doors weekend every September. The largest heritage open days event in the country, Oxford Open Doors sees more than 60,000 visits, the vast majority of which are by Oxfordshire residents.

The University's museums, libraries and other collections receive more than two million visitors each year. All the collections host free and paid-for exhibition programmes of international significance. They also offer extensive programmes of events including talks, tours and activities for adults and families. In 2013 over 30,000 children and young people and over 60,000 adults took part in such activities. The collections provide school education sessions linked to the curriculum and designed to raise aspirations.





## Local and regional engagement

The University is committed to its integral role in the economic life of the city and the region, and has long been recognised as a major driver of Oxfordshire's economy. The county is one of Europe's leading centres of enterprise, innovation and knowledge. Its growth rate in high-tech employment remains one of the highest in the UK and many of its 1,500 high-tech companies have links to the University. The collegiate University is the largest employer in Oxfordshire, supporting more than 20,000 jobs.

The University is also a partner in the Oxford and Oxfordshire City Deal, announced in early 2014, which will see investment in innovation and infrastructure in the county worth over £1.2 billion. More than £30 million will go towards two University innovation centres, the Begbroke Innovation Accelerator at Begbroke Science Park and the Oxford BioEscalator at the Old Road campus. Both will work to bring cutting edge scientific research to the global marketplace and to support high-tech startups to develop into larger companies.

The Oxford University Hospitals NHS Trust, which was established in 2011, is a renowned centre of clinical excellence and one of the largest National Health Service teaching trusts in the UK. It comprises four hospitals – the John Radcliffe Hospital, the Churchill Hospital and the Nuffield Orthopaedic Centre in Oxford, and the Horton General Hospital in Banbury. The establishment of the Trust formalised the strong mutual interests and close working relationship that already existed between the University and the hospitals in teaching, research and patient care.

The University, Oxford Health NHS Foundation Trust, Oxford University Hospitals NHS Trust, and Oxford Brookes University are partners in the Oxford Academic Health Science Centre. The OxAHSC combines these institutions' individual strengths in world-class basic science, translational research, training and clinical expertise to

address 21st century healthcare challenges. It will facilitate the translation of scientific discoveries from the lab to the ward, operating theatre and general practice, enabling patients to benefit from innovative new treatments. It will also drive economic growth through partnerships with industry, including life sciences companies.

Through its research-led engagement in healthcare, the University makes a major contribution to improving the quality of life of people in the region. Most patients in Oxfordshire come into contact at some point with a University medic. Many University medics are on joint NHS appointments, and many NHS consultants and GPs hold honorary positions in the University and contribute to the teaching of medical students.

In education, the Oxford Education Deanery is helping to address the challenges facing Oxford's secondary schools. The Deanery, established in 2013, provides University resource and expertise to a group of 11 schools in the city. Led by the Department of Education, it provides a framework for educational research, initial teacher education and continuing professional development. Ultimately, it is hoped that the Deanery will be extended to some 30 schools across Oxfordshire, including primary schools.

Many of Oxford's students are involved in volunteering. The range of student engagement includes running after-school clubs for GCSE students who need support in their studies; organising social activities for young people with special needs; working with the Oxford Food Bank to distribute to community charities food that would otherwise have gone to waste; helping to run OxGrow, a community vegetable garden on two former tennis courts in the city; and, in partnership with a local law firm, assisting needy and vulnerable clients with legal cases.

## International engagement

As one of the world's most influential universities, Oxford's community is not just local, but national and international. Oxford academics are tackling issues of global significance, and carrying out research about the world and around the world.

The University has more than a dozen centres and institutes specialising in the study of specific countries and regions. It is the leading centre for the study of China in Europe and has one of the best departments in the world in Japanese Studies. Oxford is also one of the leading centres for the study of globalisation, through the Oxford Martin School, the Blavatnik School of Government, the Programme on Global Economic Governance, and the Oxford Department of International Development, which created the world's first refugee studies programme.

Oxford research takes place not just in Oxford, but around the world. The University's world-wide clinical trials and epidemiological studies programme includes, for example, projects such as the China Kadoorie Biobank. This study is examining the main genetic and environmental causes of common chronic diseases in the Chinese population. Over half a million Chinese people across 10 regions of the country are involved. Oxford's tropical medicine network encompasses research programmes in Kenya, Thailand and Vietnam, with sister groups in Laos, Tanzania, Indonesia and Nepal, and collaborators around the world. At the Oxford Department of International Development, the Young Lives project is tracking the development of 12,000 children in Ethiopia, India, Peru and Vietnam over a 15-year period, to understand more fully the causes and consequences of childhood poverty and so improve our responses to it. Oxford's physicists play a leading role in international experiments at the Large Hadron Collider in Switzerland, searching for the secrets of matter, as well as studying Earth's climate and developing technology for European Space Agency and NASA missions to Mars, Venus, Jupiter and Saturn.

In addition to making contributions to society through their research, Oxford academics use their expertise to act as advisers to national and international organisations. These include financial institutions, companies, charities, think-tanks and non-governmental organisations, as well as governments and policy-makers worldwide.

For many across the world, Oxford defines the English language as a result of the reach of OUP, the world's leading publisher of English Language Teaching materials. The Oxford Reading Tree is the UK's most successful reading scheme. Four out of five children in the UK learn to read using it, and it is exported to more than 130 countries across the world. More than one in five people who learn English across the world do so with an OUP resource.

The University's site on iTunesU has more than 6,400 free audio and video podcasts, covering courses of study, research, admissions, the colleges, museums and libraries. To date it has attracted more than 21.5 million downloads from 185 countries.

There are also student groups working to support education and community projects in the developing world. For example, the student charity TravelAid has, in recent years, established an HIV/AIDS clinic in Kenya, taught English to the Masai in Tanzania, developed a microfinance scheme in Cambodia, and led summer camps in Ecuador.

## Isis Innovation

Oxford is committed to ensuring that, where appropriate, the products of its research are transformed into commercial ventures which create innovative products, new skills, jobs and wealth. Isis Innovation, the University's wholly-owned technology transfer company, provides support to researchers seeking to develop and commercialise intellectual property, or to apply their academic expertise more widely through consultancy work. The company brings together academics, investors and industry, and pioneered the successful commercial exploitation of academic research. Isis Innovation has created more than 100 companies since it was established. It is the highest university patent filer in the UK, filing, on average, one patent application each week. It manages over 400 patent application families and 200 licence agreements.

Successful spin-out companies developed by Isis Innovation span all scientific disciplines. They include Oxford Photovoltaics, which is developing new solar cell technology manufactured from cheap, abundant, non-toxic and non-corrosive materials, and OrganOx, which is applying a revolutionary method to the preservation of organs such as livers to increase the number available for transplant. In 2014, US social games company Zynga acquired the company NaturalMotion for more than \$527 million, one of the largest ever transactions involving an Oxford spin-out.





## Development and fundraising

Through the *Oxford Thinking* fundraising campaign, the collegiate University aims to raise £3 billion. More than £1.8 billion has already been raised, making it the largest campaign of its kind in Europe.

Of the £1.8 billion already raised, 46 per cent has come from overseas. More than half the support to date has been received from people who have not been students at the University. They and Oxford's alumni give to the collegiate University because they want to make a difference in the world by tackling today's challenges, and because they see giving to Oxford as the best way to achieve that.

The *Oxford Thinking* Campaign is generating philanthropic support for three broad priorities:

- supporting students: expanding and enhancing the University's portfolio of scholarships and bursaries and aspiring to remove financial barriers to access, to ensure that Oxford continues to attract the most promising students and those with the greatest potential from around the world;
- supporting academic posts: securing new and existing academic posts at all levels of the academic career ladder to enable Oxford to continue to attract the world's best academic talent; and
- supporting buildings and infrastructure: a world-class university requires world-class facilities to enable its students and academics to realise their full potential.

Recent results of the Campaign include a gift of £75 million from the McCall MacBain Foundation towards the future expansion of the Rhodes Trust and a £20 million donation from the Li Ka Shing Foundation to help establish the Li Ka Shing Centre for Health Information and Discovery. The Campaign's support for new scholarship schemes includes a matched funding initiative to create a total potential endowment of £100 million for new graduate scholarships; a £300 million matched funding challenge for undergraduate support, the largest of its kind in Europe; and the largest scholarship programme for humanities graduates in the University's history.

Colleges are also very active in fundraising. Recent examples are the Bridging Centuries Campaign at Pembroke, for which £17 million was raised towards a new quad, buildings and a bridge linking the new and existing sites; and Merton's 750th Anniversary Campaign, which reached its target of £30 million to guarantee the tutorial system, to support students and to protect and resource its historic buildings.

## Finance

The University of Oxford's funding comes from five main sources.

- External research funding, from bodies such as research councils, charities, trusts, foundations, and industry. This is the largest source – £478.3 million or 42 per cent of total income.
- Academic fees, from both undergraduates and graduates (21 per cent).
- Transfers from OUP, income from the commercialisation of research, and philanthropic support (19 per cent).
- Government grants for teaching and research, through the Higher Education Funding Council for England and the National College for Teaching and Leadership (16 per cent).
- Investment income (2 per cent).

The University's consolidated income and expenditure account 2013/14

University income	£m
Funding body grants	182.2
Academic fees and support grants	235.9
Research grants and contracts	478.3
Other income	213.4
Endowment and investment income	30.3
Profit on the sale of NaturalMotion	33.6
Donation of heritage assets	0.9
<b>Total income</b>	<b>1,174.6</b>

University expenditure	£m
Staff costs	596.3
Other operating expenses	478.6
Depreciation	69.7
Interest and other finance costs	1.9
<b>Total expenditure</b>	<b>1,146.5</b>

The total annual income for the University, OUP and the colleges combined is more than £2 billion.

To leave it less exposed to a drop in a single source of funding, especially that from the government, Oxford has been diversifying its income streams. As well as the launch of the *Oxford Thinking* Campaign, this strategy has included the establishment of an in-house investment management organisation, Oxford University Endowment Management.

OUem was set up in 2007 as a wholly owned subsidiary of the University to provide investment management services to the University, the colleges and related entities. It manages the investment of the University's central endowment and related entities, and the endowments of any of the Oxford colleges which choose to participate.

The University has endowment assets of £706 million. Individual colleges have their own endowments, totalling around £3.4 billion, which provide income to support the colleges' academic objectives.





# The University's Constitution

The University of Oxford is an independent and self-governing institution, consisting of the University, including divisions, departments and faculties, and the colleges. It is a lay corporation first established by common law and later formally incorporated by statute.

The University has no founder and no charter but rather evolved from a group of Masters and students residing in Oxford in the latter part of the twelfth century. In 1214, the body of Masters and Scholars at Oxford was placed under the jurisdiction of a Chancellor. From that time, the Chancellor, Masters and Scholars of Oxford quickly gained recognition as a corporate body distinct from the individuals who were its members.

The University has a clear governance structure that comprises both Congregation and Council. The sovereign body of the University is Congregation. Congregation acts as the 'parliament' of the University. It has more than 4,900 members, including academic staff, heads and other members of governing bodies of colleges, and senior research, computing, library and administrative staff. Congregation considers major policy issues submitted to it by Council or members of Congregation; it elects members to certain University bodies, including Council; it approves the appointment of the Vice-Chancellor; and it approves changes or additions to the University's Statutes and Regulations.

Council is composed of members of Congregation elected by Congregation, *ex officio* members and lay members. Its membership numbers between 25 and 28. It is responsible, under the University Statutes, for 'the advancement of the University's objects, for its administration, and for the management of its finances and property' and has 'all the powers necessary for it to discharge those responsibilities'. Council is therefore responsible for the academic policy and strategic direction of the University.

All decisions concerning the University are made by Council or by any other body or person to whom Council delegates such decision-making powers, subject to the powers of Congregation. Council meets regularly and is chaired by the Vice-Chancellor.

Council is advised by a range of committees, including five main committees that report directly to it on core business: the Education Committee, the General Purposes Committee, the Personnel Committee, the Planning and Resource Allocation Committee and the Research Committee. Financial and audit committees reporting directly to Council include the Audit and Scrutiny Committee, the Finance Committee and the Investment Committee.

The Chancellor, who is usually an eminent public figure, serves as the titular head of the University, presiding over all major ceremonies. The Chancellor is elected by Convocation (all former student members of the University who have been admitted to a degree of the University, and those who are members of Congregation or who have retired from being members of Congregation on the date of their retirement) and holds office during his or her life or until his or her resignation. The Chancellor chairs Congregation at the Encaenia, or at any other meeting held for the conferment of degrees by diploma or honorary degrees (at all other times, Congregation is chaired by the Vice-Chancellor). She or he also has responsibility for dealing with benefactors and with alumni. In addition to his or her formal functions, the Chancellor plays an important informal role as a knowledgeable sounding board and adviser to senior members of the University. The current Chancellor is Lord Patten of Barnes.



# The structure of the University

## Divisions

There are four academic divisions: Humanities, Social Sciences, Mathematical, Physical and Life Sciences, and Medical Sciences. The divisions have considerable delegated academic policy-making authority, as well as budgetary and financial authority within the confines of their budgets.

Each division has a full-time head (who sits *ex officio* on Council and its key committees) and an elected divisional board. The head of division has overall responsibility for all aspects of the division's activity but may, with the agreement of the Vice-Chancellor, delegate operational responsibility for some of those activities.

Subject to the oversight of the Council, the principal responsibilities of each divisional board are:

- the oversight of the organisation, development and delivery of curricula, and oversight and development of the general context of research;
- the development and proposal of strategic five-year plans and one-year operating statements; and
- the general oversight of and responsibility for all matters concerning budgets, space, syllabus and staffing.

The divisions in turn delegate to their faculties and departments, as a consequence of which each faculty and department takes its own strategic and operational decisions (including those relating to budgets, teaching and research, course development and recruitment).

The Department for Continuing Education is the responsibility of a separate board.

## Academic Services and University Collections

The Academic Services and University Collections (ASUC) group includes the providers of the major academic services to the divisions, and also departments with responsibilities including, but extending beyond, the immediate teaching and research needs of the University. The collections embodied within these departments are an essential part of the University's wider nature and mission.

The departments in the ASUC group are the Bodleian Libraries, the University Language Centre, and the University Museums and Collections: the Ashmolean Museum, the Museum of the History of Science, the Oxford University Museum of Natural History, the Pitt Rivers Museum and the Botanic Garden.



## University Administration and Services

The central administrative sections of the University are collectively called University Administration and Services (UAS). UAS comprises structures:

- to support the University's core academic purposes of teaching, learning and research;
- to ensure the University can meet the requirements of government, funding bodies and other external agencies; and
- to facilitate the attainment of the objectives set out in the University's Strategic Plan.

There are 16 sections within UAS: the Academic Administration Division, the Alumni Office, Childcare Services, the Council Secretariat, the Development Office, the Equality and Diversity Unit, Estates Services, the Finance Division, the International Strategy Office, IT Services, Legal Services, the Occupational Health Service, Personnel Services, the Public Affairs Directorate, Research Services, and the Safety Office.

## Oxford University Press

Oxford University Press furthers the University's objective of excellence in research, scholarship, and education by publishing worldwide. It is the largest university press in the world and one of the most successful. OUP has offices in 50 countries, publishes in more than 40 languages, and employs nearly 7,000 people worldwide. It publishes for all audiences – from pre-school to secondary level schoolchildren, students to academics, general readers to researchers, and individuals to institutions. In the last financial year, OUP's turnover was £759 million and it transferred nearly £50 million to the University.

OUP's products include dictionaries, English language teaching materials, children's books, journals, scholarly monographs, printed music, higher education textbooks and schoolbooks. Alongside print titles, OUP produces an extensive range of online teaching and learning materials, offering an unrivalled depth and breadth of resources for students worldwide.

The Delegacy of the Press is responsible for OUP's affairs and includes members of Congregation appointed by Council. The Delegates meet fortnightly during term under the chairmanship of the Vice-Chancellor. They are actively involved in the publishing programme; all proposals are referred to them for approval and individual Delegates maintain a dialogue with editors in their specialist subject areas.

The Delegates appoint a Finance Committee consisting of some of their own number, the Chief Executive of OUP and other senior colleagues, and outside advisers.

## Colleges

An essential characteristic of Oxford is the position of the independent and self-governing colleges and permanent private halls as part of the collegiate University. Colleges offer environments which are characterised by a defining and enduring sense of community and supportive to individual scholars, many of whom are employed jointly by the University and by an individual college. The personal sense of academic identity that they provide is lifelong.

Each college has its own statutes, endowment and governing body. The 1923 Oxford and Cambridge Act provides the core legal framework governing the relationship between the colleges and the University. Colleges select and admit undergraduate students and select graduate students after they have been admitted by the University. They provide accommodation, meals, common rooms, libraries, sports and social facilities, and pastoral care for students, and are responsible for undergraduates' tutorial teaching. The University determines the content of the courses within which college teaching takes place, organises lectures and seminars, and provides a wide range of resources for teaching and learning in the form of libraries, laboratories, museums, and computing facilities. The University admits and supervises graduate students, examines theses, sets and marks examinations, and awards degrees.

The colleges and halls come together through the Conference of Colleges, which was created to provide a forum to deal with matters of shared interest and common purpose. It is a means, both proactively and reactively, of gathering the views of colleges, establishing a consensus, where one exists, reflecting the views of college governing bodies, and communicating to the University a coherent college view. Such views having been gathered and the extent of the consensus established, the Conference then provides a means for the colleges collectively to engage with the University. The Chair of the Conference of Colleges is a member of Council *ex officio*, together with a member of Congregation elected by the Conference of Colleges.



## Appointment process and how to apply

The Council of the University has appointed a Nominating Committee for the Vice-Chancellorship to conduct the search for the Vice-Chancellor. The Committee has appointed Perrett Laver to assist it with its task.

To express an interest in the post of Vice-Chancellor, please upload your application to Perrett Laver's website [www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates) quoting reference 1800.

Applications should consist of a covering letter and a CV which should include narrative detailing the nature and responsibilities of senior posts held. The closing date for applications is 12:00 noon GMT on Monday 5th January 2015. The Committee reserves the right to consider later applications.





Perrett  
Laver

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